1969

GRAND JURY REPORTS

CITY AND COUNTY OF SAN FRANCISCO CALIFORNIA

1969 San Francisco County Grand Jury

January 8, 1970

Honorable Edward F. O'Day,
Presiding Judge of the Superior Court,
Room 450 City Hall, Civic Center,
San Francisco, California.

Dear Judge O'Day:

The 1969 Grand Jury is happy to present to you the enclosed reports of its chairmen and committees. Accompanying these reports is a transmittal letter by the foreman representing some of his personal thoughts.

Let me say at the outset, that all of the members of this Grand Jury have worked hard and diligently in the process of this year's work. They were an outspoken, independent thinking group of people, who, nonetheless, adopted these reports as an entity. Therefore, these reports are the combined thinking of all of our members. I offer my congratulations to them for a constructive job, well done.

We were deeply saddened during the latter part of this year by the loss of one of our jury. Arnold Devoto passed away on Friday, October 17. He was a warm, sensitive human being, who was loved by his fellow jurors. We miss him very much and are sorry he could not have lived to see the fruits of his labor on this jury.

There are a few matters that I feel ought to be given special attention by the political structure of San Francisco. I call these to your attention for special emphasis and in the hope that the 1970 Grand Jury may have a starting point to look at certain matters.

First and foremost, I believe the report of our Civil Service Committee should be studied in depth. I feel a complete restructuring of this department is in order.

It needs a thorough overhauling. Automatic pay increases should not be made. There should be an incentive program initiated. The salary of top management people should be more in line with private industry.

Honorable Edward F. O'Day.

The next matter of importance is the matter of our Police Department and its relationship to the Fire Department. I believe that the Supervisors should initiate action to separate the departments as to their pay scales. Each should be on its own. The defection of policemen to firemen is too great. In today's urban crisis, there is a need to meet the full complement of police. Pay raises may be a way to do this. The city should not be obligated to raise the firemen to accomplish this.

The Supervisors and department heads could possibly consider using outside contractors to a larger extent instead of maintaining city departments. There may be some savings made by using this method. I also feel that the Supervisors should get on with their work of providing freeways and recognizing that we do have automobiles. The cars should be moved around the city and not through its city streets. Furthermore, I believe that the Supervisors should have a budget analyst. If we are ever going to control the tax situation in San Francisco, we must have more and better controls on city spending. The work is too great for the average Supervisor to study. A budget analyst is needed to help.

The menace of drugs is paying an important part in the crime wave that has hit major cities throughout the country. A great many of the criminal cases we heard this year were the results of drugs, drug traffic, and drug abuse. I hope the Mayor and Board of Supervisors will note well our special committee's report on this matter.

Our Public Utilities Department has grown to such proportions that it may now be advisable to break it down into several departments. I recommend very strongly that the Mayor and Board of Supervisors take a long, hard look at this problem and make these necessary changes.

The members of this Grand Jury and past members are a dedicated group of private citizens who have given much of their time and energy to help the city. I believe these people, the knowledge they have gained and their talents, should not be wasted in the future, but used as members of commissions and committees to help the city further.

I and members of this Grand Jury offer our help and assistance to the 1970 Grand Jury in any way possible. I hope they will call on us at any time if they wish our assistance.

Our jury, as in the past, is deeply indebted to Ralph Sheehan for his excellent help, advice and assistance during this year. Our thanks also go to your able staff of court attaches.

We were pleased to have worked earlier this year with Francis Mayer of the District Attorney's office and were especially pleased to see him elevated to Superior Court Judge. His successor, Walter Giubbini, has done a fine job and we know he will carry on in his usual efficient way. Frank Shaw, who acted as an assistant in the District Attorney's office and presented many cases before us was appointed to the Municipal Court. We offer him our congratulations.

Honorable Edward F. O'Day.

My sincere thanks go to Mrs. Dobbs, our efficient Secretary, for all her help and devotion during the year.

To you, Judge O'Day, thank you for all your help during this year and special thanks for giving me the privilege and opportunity to be of service to this great city as foreman of its Grand Jury. It has been one of the finest and most rewarding experiences of my life.

Sincerely,

Melvin M. Swig, Foreman
1969 Grand Jury for the
City and County of San
Francisco.

Members of the 1969 Grand Jury

City and County of San Francisco.

Mrs. Marie A. Bruce

John J. Casey

John P. Cordoni

Norbert Cronin

George C. Denend

Arnold F. Devoto

John J. Enright

Eugene R. Erigero

Henry E. Fourcade

Joseph M. Hannan

Nicholas J. Klunis

Mrs. Nancy B. Knickerbocker

Charles G. Landresse

David Morris

I.P.Sicotte,Jr.

Frank J. Smith

Joseph C. Tarantino.

Melvin M. Swig, Foreman

Mrs. Annette R. Dobbs, Secretary

Impaneled January 10, 1969

Discharged January 14, 1970

FINAL GRAND JURY REPORTS

TABLE OF CONTENTS

Table of Contents (continued)

Table of Contents (continued)

****

HEALTH DEPARTMENT REPORT.

San Francisco has three hospitals: The San Francisco General, Laguna Honda Hospital, and the Hassler Health Hospital; and five emergency hospitals. These are under the jurisdiction of the Department of Public Health, and under the direction of Ellis D. Sox, M.D. All these facilities provide a wide range of specialized services which, in some cases, are not obtainable elsewhere in this immediate area.

This Committee would like to take this opportunity to praise the services of Dr. Sox and commend him and his staff for their service to San Francisco. Too often we tend simply to look at and seek out criticism of our public servants and overlook their special efforts and sincere work. Doctor Ellis D. Sox and members of his staff deserve the appreciation of the City as a whole.

The San Francisco General Hospital is a joint effort of the City and County of San Francisco and the University of California Medical School. It is providing a much needed service to the people of San Francisco and we believe the operation is run to the best of the ability of the men who are supervising this facility. It is an acute hospital, basically responsible for providing medical and surgical care to any person requiring medical attention. The University of California has a responsibility of providing sufficient and competent professional staff so that the hospital may continue to be approved for intern and resident training.

The new hospital project is a major item of importance.The present hospital consist of large fifty year old buildings sprawled over a twenty acre space. In 1965, the voters of San Francisco approved a $33.6 million bond issue for a new medical center to replace San Francisco Hospital.

On June 2, 1969, the members of the 1969 Grand Jury recommended in a separate resolution that the $33,000,000.00 Bond Issue should not be sold.

The committee had a series of meetings in reference to the above. It was concluded that in order to have a fully accredited hospital, the present structure cannot be remodeled, a new hospital must be built in order to meet with full accredidation.

Four important years have elapsed since the passage of the bond issue. Political and economic developments affecting health care have had, and are still having a profound effect. The ultimate effects are not yet in sight.

The construction of a new San Francisco General Hospital and Medical Center is an issue which has become clouded by many related factors. These include rising cost, the role of the University of California, economics and geography.

This year a project coordinator was appointed to reconcile the different views of the medical staff, city officials and architects. The first schematic drawings, a high rise building, was rejected by all parties concerned. The second was accepted.

Some $7 million has already been spent on architect fees, surveys and feasibility studies. This extensive advance planning and our discussion with various doctors convinces us that San Francisco General Hospital should remain at the present location.

We stress our point of view that if an administrator is not immediately appointed that our Grand Jury could not recommend to those in authority that any more monies of the taxpayers be spent.

In our interim report we took a strong position in reference to an administrator and we find that an Ad Hoc Committee of five doctors and five laymen were qualified in our opinion for the finding of an administrator and we feel that our Grand Jury Committee has made a substantial contribution to this effort.

In mid-term our committee submitted the following list of recommendations:

1. That the San Francisco General Hospital engage the services of a non-medical, full-time director and that his compensation be comparable to that received for similar services in other hospitals in San Francisco.

2. That the fence at Laguna Honda Hospital be installed as soon as possible for the safety of the old people, the staff and the visitors. We notice that past Grand Juries have made similar recommendations.

3. That the Hassler Hospital be phased out by moving their patients into the San Francisco General Hospital, or into Laguna Honda Hospital, as both institutions have ample facilities. The feasibility of the sale of the Hassler Hospital property should be studied.

4. That an Emergency Hospital Facility should be incorporated into all of the District Health Centers and then the older, antiquated Emergency Hospitals could be closed.

5. That a three-man, qualified Lay Commission, which will act as an Operational Review Committee, should be appointed to supervise the Health Department.

6. That an audit be conducted at least once a year on all of the hospitals under the jurisdiction of the Health Department.

Health Department continued.

7. That an adequate billing system be immediately established to insure the collection of money for all health services rendered at our hospitals. Our investigation disclosed that in excess of a half million dollars is being lost to the City and County of San Francisco.

8. Medical care for all detention facilities should be entrusted to the Department of Public Health.

Supplemental information relating to the foregoing Item 2.

The matter of a fence at Laguna Honda Hospital was to be taken care of by an emergency appropriation after a visit by this committee to the Chief Administrative Officer, Thomas Mellon.

Supplemental information relating to the foregoing Item 3.

This committee visited Hassler Hospital in Redwood City and we toured the 304 acres of ground and the hospital that houses 182 patients. Most of the patients have a chronic illness. There are 150 people on the staff with a budget of $1,700,000.

This committee feels very strongly that this hospital should be a part of Laguna Honda Hospital or San Francisco General Hospital, and effect a savings to the San Francisco taxpayer.

Though we believe that Hassler Hospital should be phased out, as do some other agencies, we note that in the new budget request that the department asked for an increase of 12 new positions and an increase of $208,481 of its budget. It is obvious that there is a conflict in views here and the city's policy makers should make note of this.

In its response to our suggestions of Hassler Hospital, the Mental Health Advisory Board stated the operation of Hassler Hospital does not cost the city any money since it is financed from State and Federal funds. This is a time honored rationalization that shifts responsibility from one level of government to another. This process merely avoids mention of the fact that the taxpaper is still paying the bill.

The Mental Health Advisory Board further states the Hospital should be kept in case the alcoholism program or the care of the mentally ill persons program is expanded, or taken over. This hardly seems sound business practice and any experienced person can well project to the day this occurs and a request comes for additional funds "to convert the facility to the new program."

Health Department continued.

The same advisory board stated as follows:"San Francisco has some of the most serious mental health problems in the United States. In the area of alcoholism, suicide, drug abuses, and mental illness, the city outstrips all other metropolitan areas in the country".

The board, through Dr. Alfred Auerback, Chairman, goes on to say: "To reduce the proposed personnel who would be working with sick people, suffering from the effects of drug or alcohol abuses, mental or emotional illnesses, is both inhumane and unacceptable".

This appears to our committee to be an unacceptable twisting of the facts and a statement so far remote from any of our intentions as to be grossly unfair. The Health Department has a budget of over $10 million dollars for 1969, and this budget has been increased regularly. No one had any intentions of reducing proper medical or psychiatric services, and any logical person would certainly accept that.

SUPPLEMENTAL INFORMATION RELATING TO THE FOREGOING ITEM 4

We feel that the Alemany and Park Emergency Hospitals are really old buildings and should be incorporated into new Health Preventive Centers, and antiquated emergency hospitals should be phased out. As a further suggestion, we think it would be advisable to involve all medical facilities in San Francisco, private, public and non-profit, in order to update and modernize the excellent emergency medical care afforded by the City and County of San Francisco.

Our Emergency Hospital service is an excellent one and its reputation and service should be maintained on its high standard. Care is rendered at five Emergency Hospitals on a 24-hour basis, with a minimum of one doctor, one registered nurse, one medical steward and one ambulance driver on duty 24 hours daily, 365 days a year.

NARCOTICS: We have found the narcotics situation in San Francisco to be such an alarming problem that we refer you to the Grand Jury Special Report on Narcotics.

We find that one of the major problems of the San Francisco Hospital is to try and live within its budget. There is a constant problem of keeping in supply such items as drugs, hospital supplies and x-ray films. New and better drugs are being introduced and these new drugs are expensive. Newer and better products, such as the use of disposables, are gaining wider acceptance among modern hospitals and this is an added expense. The need for x-ray films increase with the increase of accidents and crimes of violence.

This committee also investigated the problem of the delay involving prisoners brought to San Francisco Hospital and also the delay involving all patients being processed through the Emergency Ward at the Hospital.

The difficulties are complex and occur at several stages in the patient's evaluation.

Health Department continued:

Prisoners are customarily brought to the Hospital in the middle of the morning, which is a busy time in the Emergency Ward. The congestion causes a delay before they have their initial history and physical examination by the attending physician. Usually some laboratory work is necessary which requires time to obtain specimens and to perform the necessary determinations. Another point is that a large proportion of the prisoners require x-ray examination. This generally results in a long wait because the x-ray department is running at full capacity with scheduled examinations on hospitalized patients.

Most frequently, consultation with other services, especially the psychiatric service, is required. Since the psychiatric staff coverage is barely adequate it is difficult to provide immediate consultation when requested during the daytime.

We were satisfied to note that as a result of a communication from our committee, Dr. John F. Murray of San Francisco General Hospital set up communication with Chief Thomas Cahill with a point of view of streamlining procedures to seek some solution.

This Committee is disturbed at the increased problem of venereal disease in San Francisco. This increase has come to be expected annually since the removal of the venereal disease threat in the middle 1950's. The report of the Division of Venereal Disease Control shows the number of cases diagnosed and treated in 1968 increased by almost one-third over the previous year, and the increase in 1967 was 40 percent more than that of the previous year. The number of new patients in 1968 was 17,346, which was an increase of some 40 percent over the previous year. The total number of patient visits in 1968 was 52,602, making it one of the largest outpatient clinics in San Francisco.

This Committee is pleased at the Health Department's role in providing psychiatric service with the operation of a detention facility through the provision of a team approach that will intervene at the time of the crisis. In the last three years, this crisis intervention on outpatients has decreased the number of patients admitted for in-patient care by 40 percent, and as a result of a change in Court policy as well as improvement in our services, the percentage of cases hospitalized in San Francisco that were committed to State Hospitals has in three years dropped from 48 percent to 5 percent. The shift in pattern now will be for the Health Department to move from crisis intervention to community psychiatry through the decentralization services and a team approach.

Henry Fourcade

Nicholas J. Klunis

Joseph C. Tarantino, Chairman

DEPARTMENT OF PUBLIC WORKS

This department is under the direction of Mr. Myron Tatarian as Director.

The Department of Public Works is one of the major departments in the city. The current annual budget is approximately $35 million dollars.

They have about 1,800 employees, such as full crews of union carpenters, plumbers, electricians, steam fitters, and many other trade specialists.

The following departments are under the jurisdiction of the Department of Public Works.

Bureau of Architecture
Bureau of Building Inspection
Bureau of Engineering
Bureau of Permits
Bureau of Accounts
Bureau of Building Repairs
Bureau of Water Pollution Control
Bureau of Street Repair
Bureau of Street Cleaning and Planting.

It also operates the telephone center which is responsible for the operation of the City Hall Centrex Telephone System, which serves all of the administrative departments of city government.

The 1968 Grand Jury made a recommendation that two-way radio communications be installed on trucks used in the street maintenance, so that trucks do not have to come back to the repair yard for reassignment. In checking this with Mr. Tatarian he informed this committee that this has been taken care of. This should be a big saving both in time as well as cost per job.

Mr. Tatarian also informed us that the delays involved in issuing building permits has been corrected. This in the past often delayed permits for weeks and months.

As a whole this Grand Jury Committee feels that Mr.Tatarian is doing an excellent job operating the Department of Public Works.

Continued.

PURCHASING DEPARTMENT

This department is under the direction of Mr. T.F.Conway, Purchaser of Supplies.

Besides purchasing all materials and supplies it also operates the Central Shops that repair most of the city's rolling stock, such as Fire Department, Police Department vehicles,ambulances.

The shop is under the direction of A.M. Flaherty who works under Mr. T. F. Conway. We have made several trips to these shops and have come to the conclusion that Mr. Flaherty is doing an excellent job.

They are still operating with the same amount of help that they had in 1952 but are maintaining about double the units they did at that time.

After several visits with Mr. Conway we feel that this department is being run in a very efficient way. Mr. Conway informs us that the work-load has increased in his department since the city has taken over the port from the State and feels that he would like to hire one more person to the position of Supervisor of Division of Specifications and Standards.

Mr. Conway states that this position is requested because:

1. The work to be done is an absolute necessity if the Bureau of Purchasing is to function properly and to accomplish the efficiencies which will result.

2. The addition of the Port Authority to the departments they service will increase the work load by nearly ten percent.

The duties and responsibilities of this division would be as follows:

1. SPECIFICATIONS:

A. Review long existing specifications, particularly those used as a basis for substantial, periodic material and supply purchases; revising them whenever desireable to stimulate competition and discourage collusive bidding with resulting savings of public funds.

B. Develop specifications for equipment that will stimulate competition and indicate clearly to prospective bidders what is required.

C. Develop operating, laboratory, and other tests as a basis for evaulation of articles offered and purchased.

PURCHASING DEPARTMENT continued.

2. PURCHASE OF EQUIPMENT

The bulk of the equipment allowed by the budget review authorities is to replace equipment represented by the requesting department to be unsuitable for further use. Under these circumstances it would be desireable to purchase the new equipment as soon as possible. However, it is not possible to accomplish this to the extent desired because of the following:

A. PERSONNEL. The purchasing staff is just adequate to purchase their yearly requirements of materials, supplies and equipment in a year's time. Purchases of materials and supplies, items required continuously and that are consumed in use, must be kept current.

After several discussions with Mr. Conway it is the recommendation of this committee that this new position be created.

Joseph M. Hannan

Charles G. Landresse

Arnold F. Devoto, Chairman

DEPARTMENT OF FINANCE AND RECORDS

This department is ably administered by Mr. Virgil Elliott, Director of Finance and Records. The following report to the Chief Administrative Officer through the Director of Finance and Records: Agricultural Commissioner, County Clerk-Recorder, Farmers Market, Public Administrator-Public Guardian, Sealer of Weights and Measures, Registrar of Voters, and Tax Collector.

AGRICULTURAL COMMISSIONER (Including FARMERS MARKET)

This department does an outstanding job in enforcing the provisions of the State Agricultural Code; through its inspection services, a high standard of quality is maintained in the area embracing fruits, nuts, vegetables, eggs, poultry, meat and honey. Inspections are conducted at the wholesale produce terminal and locations wherever produce is offered for sale.

Seeds, plants and nursery stock shipped or transported into the county as well as plants in nurseries are also inspected.

Pest surveys and controls are maintained.

Commissioner Raymond Bozzini and his highly qualified staff maintain an efficient operation and this committee commends them for the service rendered to the county.

FARMERS MARKET: This self-supporting activity is also administered by the Agricultural Commissioner and returns a small excess over operating expenses to the City each year ($67,216.04 to date after payment of cost of the land and capital improvements). The operation appears to be well regulated and efficiently organized.

This committee feels that a revolving fund for minor maintenance and repairs could well be considered in view of the public exposure and location of the market.

COUNTY CLERK-RECORDER. A functional branch of City and County Government operating well, serving the public and courts with limitations imposed by obsolete equipment and archaic methods. We recommend a survey be conducted to determine ways and means of updating the various processes in accordance with today's technology.

PUBLIC ADMINISTRATOR-PUBLIC GUARDIAN. This is a self-supporting office under the competent and efficient administration of Mr. Con S. Shea and staff. Periodic audits are made by certified public accountants. Their recommendations for improvements in record keeping and accounting procedures have received cooperation consistent

with provisions of applicable statutes and codes. While there has been an increase in the work load, consolidation of the two offices and the installation of electronic accounting has enabled the office to function efficiently without additional personnel.

REGISTRAR OF VOTERS: Between elections routine voter registration is conducted; the holding of elections brings a peak work-load to this office requiring trebling the staff through the employment of temporary help. Introduction of E.D.P. Processes for vote counting and tabulation has resulted in unwarranted delays in determining final results. Much criticism has been received from candidates, grand juries and voters and it has been recommended that E.D.P. be discontinued in favor of the previous method of manual counting and tabulation which was expeditious and accurate.

The November 4th, 1969 election was handled by E.D.P., and while not as fast as the previous manual operation, a decided improvement over preceding disastrous years. Time will tell whether electronic data processing holds the answer to speed and accuracy in determining election results at a cost commensurate with the use of the previous satisfactory system.

SEALER OF WEIGHTS AND MEASURES: This department has functioned smoothly over the years; its inspection and sealing operations are conducted without resort to legal involvement. Cognizance must be taken of the 1968-1969 fiscal year inspection of TAXIMETERS. Of a total of 214 inspected 26 had to be adjusted and 72 were condemned. San Francisco taxi rates are among the highest in the country; we recommend that a concerted drive be made to inspect and bring into line all meters on cabs operating in this city.

RECORDS CENTER: This center is maintained in a privately owned warehouse at 144 Townsend Street; the operation is orderly and well organized and serves the purpose for which it is operated. This committee feels that if, as and when a general office building and/or courthouse is constructed, provision should be made for the inclusion of a modern and up-to-date records storage center.

TAX COLLECTOR: In 1968-1969 this office handled collection of $250,596,082 an increase over 1967-1968 of some $29,000,000. The enactment of the business tax in October 1968 necessitated the employment of 42 additional personnel - first 9 months collection totalled $1,968,946.31 for the fiscal year 1968-1969. Estimated annual collection of this tax is $8,000,000.

E.D.P. Processes are used in part by the Tax Collector's Office. "Rapidity of accomplishment is of course, contingent upon the amount of attention that can be given by the E.D.P. staff to tax office matters". (Tax Collector Annual Report 1967-1968). "Rapidity of achievement is, of course contingent upon the amount of time and attention that can be given by the E.D.P. staff to tax office matters" (Tax Collector Annual Report 1968-1969).

TAX COLLECTOR: (Continued)

No progress in development of a workable E.D.P. Process is indicated after a lapse of two years. Recommend that a speed-up in completing E.D.P. Programming utilizing this service to the fullest extent for the benefit of the Tax Collector's office be immediately instituted.

The addition of new personnel necessitated new working space a mezzanine storeroom was converted for this purpose. It is ill-suited for this use; it is overcrowded, poorly ventilated and the stairway leading to it a distinct hazard. Safety treads should be immediately installed to reduce the possibility of accident to the staff.

We recommend that the use of these quarters be discontinued at the earliest possible date and provision made for the staff's accommodation on the main floor where there is ample room to take care of them.

David Morris

Frank J. Smith

Charles G. Landresse, Chairman

PUBLIC DEFENDER

The Constitutions of the United States of America and the State of California provide that all defendants accused of a crime must receive adequate representation in the courts of law. Where a defendant is unable to pay, the Public Defender must come to his aid so that the defendant is given a fair and impartial trial.

In the 1968-1969 fiscal year report of the Public Defender it is indicated that the office represented 34,920 people at a cost of $12.78 per defendant. This would indicate an economical and extremely efficient operation of this department.

Inasmuch as the crime rate in our city has increased enormously, and whereas his requests for additional personnel have been denied to a great extent, we believe that the Public Defender is entitled to more help, for the following reasons:

The Superior Court has established a Master Criminal Calendar Department at the Hall of Justice in order to speed up the handling of the large volume of criminal cases now pending. This will of necessity require more personnel and equipment for the Public Defender. Thirteen (13) new employees have been requested for this endeavor at a cost of $127,920.00, plus $5,000.00 for equipment and furniture. The members of this Grand Jury Committee urgently endorse the approval of these requests.

Public Defender Mancuso has requested permissive legislation allowing his department to charge defendants fees within their ability to pay. This Committee believes that such legislation would enable San Francisco to recover such funds which are lawfully due the City, but where little effort has been made to collect them. Our Committee believes that the courts have been too lenient in this regard and a large amount of money could be saved for our City.

A new set of duties has been assigned to the Office of the Public Defender in that he now must represent the Conservatee in the Conservatorship actions. This is in the field of the mentally ill, and fifty (50) cases are now in the hands of the Public Defender. This can be a continuing matter, taking up considerable time, as it would entail travel to all State Mental Institutions. A ruling on whether the Public Defender is to handle these matters on a permanent basis is awaited; and, if the assignment become permanent, then additional personnel would be required

Public Defender (continued)

This Committee commends the Public Defender and his staff for the excellent manner in which the Department has been administered, and we strongly urge the approval of the requests for legislation suggested above as a means of continuing this office in a progressive manner.

Eugene R. Erigero

John J. Enright

Henry E. Fourcade, Chairman

M. H. DE YOUNG MEMORIAL MUSEUM

At present this facility is in the throes of a possible merger with the California Palace of the Legion of Honor. A qualified outside museum director has studied in depth such a merger and this study with its recommendations, is in the hands of the Board of Trustees of both museums. It appears that in the near future there will be one director and one Board of Trustees for both museums.

This Committee of the Grand Jury endorses this plan twofold: as a savings to the city and providing better services to the public.

This Committee, through its investigation, noted that the De Young Museum loaned to the San Francisco Maritime Museum, commencing in 1951 and continuing over a period of years, a number of works of art pertaining to the maritime and since that time the Maritime Museum has never made an inventory of these items. This has now been done. So that the Maritime can keep the items that De Young no longer wishes, this Committee recommends that an outside expert appraise the goods on loan and that the Maritime Museum purchase and donate to the De Young Museum works of art of equal value.

John J. Casey

John P. Cordoni

Eugene R. Erigero, Chairman

DISTRICT ATTORNEY

This Committee has met with the District Attorney, John Jay Ferdon and members of his staff on several occasions. We find this department is very efficiently operated in the face of a constant rise in its work load.

A budget request for nine deputy district attorneys was presented to Mayor Alioto and is now in the hands of the Board of Supervisors. The Mayor approved the request for the deputy district attorneys required for the operation of the Master Criminal Calendar at the Hall of Justice, but no approval was given for the deputy district attorneys required to present matters at the Youth Guidance Center.

The Master Criminal Calendar operation is an endeavor on the part of the Court to make available sufficient superior court departments in order to expedite the handling of criminal cases. The District Attorney and his staff are cooperating wholeheartedly.

Under the present rule, the District Attorney and/or his deputies are prohibited by law from presenting criminal matters to the court at the Youth Guidance Center unless specifically requested to do so by the Court. The Court has now made this request and four (4) additional district attorney deputies are required. The Probation Officers have been presenting the criminal matters and acting at the same time as counsellor and advisor to the youthful offenders. The Court did not feel that this was a proper procedure.

The spiraling increase in our crime rate has necessarily increased the work of our District Attorney. We note a great increase of felony and misdemeanor cases in the last three years. A 25% increase of felony cases in 1966-67 from 8,382 cases to 10,631 was followed in the fiscal year 1967-1968 by an increase of 38% to 14,760 cases. Another increase of 21% in the fiscal year of 1968-69 to 17,881 cases, more than doubled the number of cases in the last three years.

The type of offenses considered by the Office of the District Attorney in the past fiscal year reveals 97 murders compared to 44 murders in the 1967-1968 fiscal year, an increase of 120%. An increase of 1,476 narcotic offenses from 4,154 to 5,630 or about 25% is alarming.

District Attorney (continued)

This Committee extends commendation to the District Attorney and his staff and wishes to pay particular tirbute to the former Chief Assistant District Attorney, now the Honorable Francis W. Mayer, Judge of the Superior Court, who is doing an outstanding job at the Youth Guidance Center. We also commend Walter H. Giubbini, the present Chief Assistant District Attorney, a dedicated public official and an asset to the Office of the District Attorney.

Eugene R. Erigero

John J. Enright

Henry E. Fourcade, Chairman

ASSESSOR

The Assessor's Office operates under State Law, rules and administrative regulations of the State Board of Equalization and under local ordinance.

ASSESSMENTS:

The Assessor's Office has the responsibility of placing a full cash value on upwards of 154,000 parcels of real property and of auditing more than 50,000 business personal property statements for the purpose of assessing them at a uniform ratio of 25 per cent of full cash value.

The 1969-1970 Assessment Roll reached a figure of $2,149,691,933 -(locally assessed), a net increase of $46,577,496 over last year's roll, after deductions from constitutional exemptions. This would have produced a cut in the tax rate of approximately .24¢ were it not for increased budgetary expenditures.

Building values were increased $44,809,294, gross assessed value, while land value increased $8,809,294, despite the Redevelopment Agency's removal of 308 parcels bearing an assessed valuation of $3,853,187.

Assessor Tinney revalued the now City-owned Waterfront and Fishermen's Wharf properties, increasing their fair market value from $28 million last year to $41 million this year.

SERVICE TO PUBLIC:

It is noted that the Assessor's Office continues to make impressive progress in the reorganization and implementation of space, personnel, equipment and services.

In order to serve the public better and to give a reasonable degree of privacy for taxpayer conference, obsolete counters and partitions were removed with new counters, partitions and floor tiling installed at modest cost.

The entire office presents a modern, pleasant, and efficient atmosphere and the relocation of personnel offers vastly improved service to the taxpaying public.

MANPOWER AND SPACE:

However, space is an urgent requirement for maximum efficiency and it is strongly represented that space in or near City Hall be made available for use of the Assessor's Office.

Assessor (continued)

It is noted that the Assessor must cope with a vastly increased work load, yet has available only 133 employees, the lowest permanent staff in 13 years. This personnel problem was carefully examined and it was noted that due to retirment, transfers, certain unrealistic pay schedules and the inability of Civil Service to provide certified personnel, there are many vacancies which detract from the execution of excellent programs both in Real Estate Valuation and in Business Personal Property auditing. These programs have been carried forward but they place an extraordinary burden upon appraisers, auditors and supervisory personnel.

Particular attention was given to unequal pay schedules in Real Estate appraising which cause unnecessary shifting of extremely competent and experienced personnel to other departments.

The Auditing function is adversely affected by unrealistic pay schedules because those schedules do not attract auditors to City service and, additionally, cause a transfer of competent auditors to other City departments offering higher paying classifications.

The Assessor's Office has made tremendous progress in the use of Electronic Data Processing. In cooperation with the City's Data Processing Center and technicians from the State Board of Equalization, the following functions are performed by use of Electronic Data Processing facilites:

OWNERSHIP FILE:

All recorded changes of ownership are transmitted daily to electronic storage via Visual Display Units through which ownership inquiries may also be made.

MAILING ADDRESS FILE:

All basic mailing addresses pertaining to real estate are updated daily to the benefit of both the Assessor and the Taxpayer.

REAL ESTATE VALUATIONS:

Visual Display Units are used for in-put to electronic storage of changes of valuation to any parcel of real estate, with the result that the Display Units will reveal the valuation on the current Roll, the valuation suggested for the coming assessment year, plus any changes due to Assessment Appeals Board action or corrections via Board of Supervisors resolutions.

SALES RATIO STUDY:

This important operation is accomplished by feeding into the computer the sales price involved in the transfer of property with a code to indicate whether the sales price is from revenue stamps or is an actually confirmed sale. The top statistician of the State Board of Equalization is consulting with and cooperating with the Assessor

to produce the mathematical formulae required for the most complete possible analysis of sales ratios which, in turn, will be a most valuable tool for the Assessor to check on the uniformity of assessment, and can also disclose areas requiring further study.

BUSINESS PERSONAL PROPERTY MASTER FILE:

The Business Personal Property Master File has been evolved over a period of three years by Assessor Tinney so that now every business location and potential business location is in the record file.

An account number was given to each actual business and to each potential business location. All available records were geared in to the account number system. The business locations were verified with help of the auditor-appraisers and then valuations concerning each business were placed in the file. This prepared the Assessor for his significant achievement of being able to "direct bill" businesses with a full cash value of $10,000.

As of August 1, 1969, out of a total billing of 46,355 units, 24,944 were "direct billed." The saving in man-hours was most impressive and the convenience of the taxpayers in this category was extremely well served.

The close coding of every element in a business property statement has been able to yield such statistics as these: Business inventories represent approximately 38 per cent of the total of personal property valuations. Supplies represent approximately 3 per cent of the total. Leased equipment and leasehold improvements represent 21 per cent of the total. Machine and manufacturing equipment represent 16 per cent of the total.

This system has also made it possible for the Assessor to tell the personal property valuation of each type of business via a business classification code. For example - Code 621, representing Apartments, Personal Property, had 9,824 billings with a total full cash value of $16,739,830. Code 293, representing attorneys, had 1,057 billings with a total full cash value of $6, 825,628.

Assessor Tinney has instituted a program of applying the personal property of an owner of real estate to the real estate as of July 1, 1969 Roll. 13,769 individual assessments were thereby placed on the Secured Roll with a total full cash value of over $200 million, representing upwards of $50 million of assessed valuation.

PUBLIC INFORMATION DIVISION:

For better service to the public, the Public Information Division has been reorganized and placed at the entrance to the office. Facilities and books have been provided with excellent light and adequate personnel for service to the public.

Assessor(Continued)

The entire office has been dedicated to an enormously increased program of activity. Last year the Real Estate Division processed 1,440 appeals which necessitated a personal inspection of each site, an especially prepared appraisal report and an appearance by the appraiser before the Assessment Appeals Board. There were 6 Possessory Interest appeals last year as compared with 38 this year.

The Assessor reports excellent cooperation from the City Attorney in this Appeals activity and excellent results in counseling and litigation. However, this Committee urges that an additional City Attorney, to aid the Assessor's presentation of over 1,000 cases before the Assessment Appeals Board, be assigned to the office of the City Attorney.

This year the number of appeals is over 1,256 and they will be processed without additional personnel. In the Business Personal Property Division, 99 appeals were processed last year and over 149 have been processed so far this year.

STATE PROPOSITION 1-A

An extraordinary burden was placed on the Assessor's facilities with the passage of State Proposition 1-A which required the Assessor to process more than 74,000 claims for the $70.00 rebate and over 75,000 to date, for the $750, exemption.

AUDITS:

The Personal Property Division last year completed 519 mandatory audits and 1,510 selected audits. Total Business Personal Property assessments processed amounted to 50,627.

Authorized staff of this Division is 32, but for reasons above mentioned, the staff currently stands at 23.

RECOMMENDATIONS:

The Assessor has made his needs known. It is quite clear that his staff must be geared to the functions and case load of his department. Denial of adequate and trained personnel to his office in the final analysis, denies the City and County of San Francisco monies rightfully due. This Committee therefore supports the personnel requirements so stated in this report. In addition, the request for additional space is also recommended.

Charles G. Landresse

I.P. Sicotte,Jr.

George C. Denend, Chairman

CONTROLLER

The Office of the Controller, under the direction of Nathan B. Cooper, was visited by this Committee on several occasions during the year.

The Controller and his staff are responsible for the final aacountings of monies, the preparation of the budget, supporting documents, and the processing of information for the conducting of the business of the City and County of San Francisco.

An Internal Audit Unit is maintained by the Controller's Office, whose primary function is to examine the records and accounts of most of the City and County Government Deparments. Departments not covered by this service are audited by outside firms employed by the Board of Supervisors. Further, the Board of Supervisors also engages an outside C.P.A. firm to audit the Controller's Office.

PRESENT STATUS:

For several years the Controller's Office has been unable to fill many vacancies of permanent authorized positions except by the temporary limited tenure process. This appears to have been a problem for several years. We find the current staffing of their accounting classifications illustrates their predicament.

NO.	CLASS TITLE	POSITIONS AUTHORIZED	FILLED BY PERMANENT EMPLOYEES	FILLED BY LIMITED TENURE
1658	Chief Accountant	6	3	3
1656	Head Accountant	13	10	3
1654	Principal Accountant	12	6	6
1652	Senior Accountant	17	4	13
1650	Accountant	25	12	13

The inability to fill these positions on a permanent basis reduces the efficiency of the operation, creates crisis when their few experienced help are absent and makes future planning and training difficult to implement.

Recruiting at the lower levels has not been successful. The shortage of accountants in all departments of the City, particularly at the supervisory levels has further drained them of available talent.

It has been suggested that examinations open to all qualified applicants be given for all classifications simultaneously with promotional examinations. Lists established from promotional examinations would take precedence over open examinations in keeping with the spirit of the Charter.

RECOMMENDATION:

We recommend that examinations open to all qualified applicants be given for all classifications simultaneously with promotional examinations. That the lists established from the promotional examinations should take precedence in keeping with the intent and spirit of the Charter. That all qualified employees resulting therefrom be considered for placement in the professional positions as above indicated. It is further recommended that the Board of Supervisors consider recruiting talent outside City Government if necessary in order to fulfill the vacancies in the vital department. Some special considerations may be necessary.

Charles G. Landresse

I.P. Sicotte

George C. Denend, Chairman

REDEVELOPMENT AGENCY

The Agency's operating funds are obtained entirely from the Federal Government. The net cost is shared at the end of all projects -two-thirds federal and one-third city. The City's one-third may be put in the form of community facilities or improvements such as schools, streets, fire stations, etc., which would have to be put in, in any event. This Agency operates under State Law on behalf of the City. The Agency does not function under the City Charter. A Federal audit is made periodically.

We found Justin Herman, Executive Director, to be a very knowledgeable person and regarded as one of the best in the country in this field. He is very ably assisted by Robert Rumsey, Secretary. He has a very fine staff of 275, of which 70 per cent are professional.

It is the responsibility of the Redevelopment Agency after an area has been selected for redevelopment to purchase property and to arrange for relocation and demolition. It is a very delicate and ticklish task to relocate people.

The redevelopment of three areas has increased the tax revenus in the amount of over $3,700,000 annually.

We, the Committee, found Mr. Herman and his staff most cooperative during our investigation and we feel that they are to be commended for a job well done.

George C. Denend

Henry E. Fourcade

John Cordoni, Chairman

PARKING AUTHORITY

This Committee visited the Parking Authority on numerous occasions during 1969. We found, Mr. Arthur S. Becker, head of this department, to be a very capable man. His duties and those of his staff include: Obtaining more parking space, more neighborhood sites, adequate finances, submitting bids and the building of more and better parking space. He is aided by five Commissioners headed by Mr. Donald Magnin.

Mr. Becker and his staff manage an annual operating budget of $43,000. The authority works closely with the City Attorney, and the Traffic Engineers, the Planning Commission, City Controller, Department of Public Works and Director of Property. The Authority has worked closely with the Redevelopment Agency to maximize utilization of property at reasonable cost. The Japanese Cultural and Trade Center Garage, Golden Gateway Garage, and a portion of the Fifth and Mission Garage sites are examples of this cooperation and planning.

The City Planning Commission and the Authority are in agreement as regards congestion in the financial district. Garages will not be recommended in the financial center, but will be recommended on the "rim" of this district. The Sutter-Stockton and the Fifth and Mission Garages are examples of the "rim" of the district.

The Authority favors leasing these garages to qualified operators rather than inexperienced people. Primary consideration is economy, remuneration and service to the public.

ACCOMPLISHMENTS:

Completed or near completion projects include: North Beach Garage (Vallejo Street - five stories and 163 stalls), Marina Garage (Pierce Street - two stories and 82 stalls), expansion of the Fifth and Mission Garage (296 additonal stalls), Geary Blvd., Public Parking Lot No. 2 (18th and 19th Avenues), Polk Street Parking Garage, (Redding School) and Excelsior Public Parking Lot (Norton and Harrington Streets). There are also approximately fifteen additional new sites under consideration or in the planning stage for construction in other districts.

PARKING CONTROL

The Committee feels proud of the fact that we were able to support the Parking Authority in obtaining 29 additional meter men and meter maids. Mayor Alioto personally supported this request and finally approved it. The results are more citations which are the main source of revenue to the Parking Authority. The revenue derived from this additional force produces approximately four times their

annual pay in fines resulting from parking tags. Accordingly, this operation released police officers for higher priority police work with no additional cost to the taxpayers.

George C. Denend

Henry E. Fourcade

John Cordoni, Chairman

PUBLIC UTILITIES COMMISSION

The Public Utilities Commission consists of four departments: Municipal Railway, Hetch Hetchy Water and Power, Water, and International Airport. The functions of these departments are but remotely interrelated; nevertheless, as a result of historical accident the administration thereof is currently vested in the Public Utilities Commission. The Commission itself consists of five members appointed by the Mayor with staggered tenure. In turn the Commission appoints a General Manager who functions as the Chief Executive Officer. Generally, he has the power of appointing the managers of each department and other administrative personnel; all other employees hold civil service positions. The Commission is the policy-making body, responsive to public wishes, and the General Manager carries out the Commission's resolutions.

The entire utility complex has a book value approximating $300 million; thus, it is evident the Commission has responsibility for the largest concentration of assets belonging to the City. Each department is itself a highly technical operation and in-depth study of any one area requires time and expertise possessed by few citizens selected for Grand Jury duty. Accordingly, the opinions of this Committee are based on a somewhat general analysis.

We respectfully direct the reader to the Annual Report of each department for the department head's views and proposals for statistics and for financial information.

It is city policy to acquire and operate as many utilities as possible, undoubtedly with an eye to providing San Franciscans with adequate utility service at the least possible cost. One method of accomplishing this purpose is to provide service at cheap prices irrespective of cost. In this manner, the user is the beneficiary, and the taxpayer can sometimes be the loser, as witness the Municipal Railway. The opposite approach would be to charge competitive rates for services and turn over any excess revenues to the general fund in order to minimize taxes. This posture would in theory, benefit all taxpayers and residents, but would raise the price to users at least to a level comparable to such services elsewhere. In practice, politics being what they are, current operations represent no conscious effort to adopt either extreme, but rather the effect of following the path of least resistance.

We would like to see the Commissioners take a more aggressive posture in setting policy. Too often, it appears, ideas emanate from the departments, which the Commissioners then approve, in contrast to the Commissioners establishing a course of action as a result of their collective thinking aided by public hearings and debate. We do not infer that channels of communication should be open in one direction only, but rather that the direction of the Public Utilities Commission be established at the very top

Public Utilities Commission (continued)

There has been a considerable amount of public criticism of the utilities management to the extent that it cannot be lightly dismissed. We have discussed the reported incidents with utilities personnel and in most cases find that the issues are largely judgemental; that is to say, it is the General Manager's opinion that certain matters have been attended to in a timely, efficient manner and his critics' opinion that the same matters have been handled in a haphazard, careless fashion. The administrative qualifications and the executive ability of the General Manager have been questioned on so many occasions, however, that we are of the opinion that the Commissioners should publicly report the results of their investigations of these matters.

One particular incident, however, is worthy of special mention; namely, the expenditure of funds for remodeling utilities offices in the City Hall and on Mason Street. We are cognizant of the argument that certain improper procedures of Water Department employees were sanctioned by many years of practice and that while expenditures in excess of $5,000 must be submitted to the Capital Improvement Advisory Committee, the members of said Committee were personally aware of the fact that remodeling costs were running over this amount. We also recognize that the benefit of such remodeling did not inure to any person, but to the City. Nevertheless, the responsibility for seeing that records are properly completed and that Charter requirements are met rests ultimately with the General Manager and he cannot excuse this burden of office. We, therefore, request that the City Attorney take the necessary legal steps to determine the amounts actually misspent and to recover same from the party or parties at fault.

From time to time the question of using utility profits to reduce property taxes is raised, and we have alluded to this elsewhere. We feel that the Board of Supervisors should establish a policy in this regard after proper hearings. Care must be taken, however, to assure that the future capital needs of the departments are adequately met from annual revenues. Likewise, department projects must be scrutinized to eliminate unnecessary items, for it is easy to spend all that is coming in.

Another matter which we have touched on is the lack of relationship amoung the departments, with the exception, perhaps, of the Water Department and the Hetch Hetchy Water and Power Department, which at least complement one another. Charter Revision, defeated, at the recent election, would have provided the means for the various departments to operate independently and we feel that the Board of Supervisors should hold hearings to determine the merits of this proposal. The elimination of the Commission itself and the change of departmental accountability to either the Board of Supervisors or the Chief Administrative Officer would reduce administrative expenses which are largely justified only because the law requires

the departments come under one commission. In fact, the amalgamation of the Hetch Hetchy Water and Power Department and the Water Department was approved some years ago but present management has not seen fit to bring this about.

We commend the Board of Supervisors and the Public Utilities Commission for exploring the feasibility of extending BART to the International Airport over the existing right-of-way formerly used by the interurban street car. If the project is practical from an economic standpoint we feel this route will be of more benefit to both citizens of San Francisco and visitors as opposed to other suggestions for providing airport transportation.

Lastly, we recommend that future Grand Juries appoint investigative committees for each department, rather than for the Public Utilities Commission as a whole, in the hope that more effort can be expended in each area.

John J. Casey

Arnold F. Devoto

I.P.Sicotte,Jr., Chairman

SUPERIOR AND MUNICIPAL COURTS

The Superior and Municipal Courts have reached a virtual standstill because of the lack of judges and court space to try the ever increasing number of cases scheduled to come before them.

There are over 6600 civil cases and an additional 1500 divorce cases awaiting trial in the Superior Court. Two of the courts have been temporarily transferred to the Criminal Court Calendar to assist in bringing those arrested for criminal offenses to trial within the time required by law.

We believe a step in the right direction is the adoption of the Master Criminal Calendar, which was put into effect on November 3, 1969. It is intended to speedup cases coming to trial, with one of the Superior Court judges assigning cases to each of the Criminal Courts. The presiding judge shall assign the department which will be designated for handling the Master Criminal Calendar. This assignment will be rotated among the Criminal Departments; however, there has been no determination of the time any one department will preside over the Master Criminal Calendar. There will be 100 jurors assigned to the Hall of Justice to cover the Criminal Court cases there; jurors for criminal cases at City Hall will be selected from those customarily called for civil cases.

Under the present law, certain types of cases are triable in the Municipal Court and others in the Superior Court; however, the qualifications for Judge are the same for both courts. It is apparent that court matters could be handled more efficiently if there was not this distinction, and they could be assigned to any judge. We, therefore, recommend that the State Legislature enact laws to this effect.

We recognize that this elimination of the distinction between Municipal and Superior Courts may prove unpopular elsewhere in the State; if this proves true, we suggest that the change in the law be applicable only to Cities and Counties; which, in effect, would apply only to San Francisco.

We refer to recommendations made elsewhere in a Grand Jury report that the Grand Jury functions be divided between two Grand Juries-one to investigate administrative matters, the other to hear criminal cases. Should this recommendation be enacted; it is possible that the Court load would be reduced somewhat in that the District Attorney would be able to dispose of more cases via the indictment process rather than use the Courts for preliminary hearings.

This Committee endorses the report of the Chief Administrative Officer of August 19, 1969 for the construction of a new combination Court house and office building to be built on a joint venture basis with the Board of Education in the area bounded by Van Ness Avenue, Hayes, Franklin and Grove Streets.

While it is the civic duty of every citizen to protect the democratic process by serving on a jury, we recognize that this sometimes works an unjust hardship. At the present time jury fees are set by State Law and bear no relationship to the costs incurred by the jurors in various localities. Since the taxpayer in each county pays the jury fee, anyway, we recommend that the State Law be changed so that each County establish a just fee. Another inequity which we observed is the non-payment of civil jurors unless impaneled. We feel that all jurors should be paid anytime that their presence is required.

We recognize that many factors necessarily influence a judge when it comes time to sentence the convicted felon, but it is our opinion that in too many instances those convicted of the more serious offenses against society are not being punished in proportion to the crime of which they are guilty. We are particularly concerned with the number of felons who are remanded to the County jail as opposed to being incarcerated in State penal institutions.

Eugene R. Erigero

I. P. Sicotte, Jr.

John J. Enright, Chairman

ADULT PROBATION

The Adult Probation Department is under the direction of John D. Kavanaugh and this Committee feels that he is doing an outstanding job. We have discussed with Mr. Kavanaugh some of the findings and recommendations made earlier this year. Upon his recommendation we requested 22 additional probation officers. This request was made to the Board of Supervisors and was approved bringing the total probation staff to 67. Of the 22 additional probation officers requested, 18 of these vacancies had been filled in June of this year. There are still 4 vacancies to be filled by the Civil Service Commission.

Due to the narcotics problem that we are confronted with today, this Committee recommends that four probation officers be assigned, two to theSuperior Court and two to the Municipal Court, to specialize in probation work with narcotics offenders exclusively.

The Work Furlough Program has at present 20 men on the program, who are housed in County Jail #1. The program permits certain misdemeanants to be employed in private industry to aid in their rehabilitation. Additional quarters at 930 Bryant Street, which were recommended by the previous Grand Jury and strongly recommended by the present Grand Jury early this year are now nearing completion. This building which was a city owned warehouse will house 70 additional men to be part of the Work Furlough Program. The wages earned by these additional men will save the City approximately $115,000.00. This program has the full support of Municipal and Superior Court Judges, also the Grand Jury.

We have reviewed the assignments of probation officers and we find that 12 of these officers are assigned to detail work on family problems. The greater portion of their time is spent on collecting and disbursing child support funds. We feel that their value as probation officers is lost. It is the recommendation of this Committee that the family relations function of the Adult Probation Department be placed on computers for clerical handling so these men can devote full time to their probation work.

It has come to our attention that there have been no general staff meetings although there are regular meetings of the supervisory personnel. This Committee recommends that a meeting of all probation officers be held at least semi-annually to discuss mutual problems and procedures.

Eugene R. Erigero

I.P.Sicotte,Jr.

John J. Enright, Chairman

LAW LIBRARY

The Law Library is considered by this Committee to be operating properly, both at the City Hall and the Annex located in the Mills Tower.

There is a need for additional book space with the ever increasing number of volumes received annually. Allowances should be made for this yearly increase when a new Court building is planned.

Eugene R. Erigero

I.P. Sicotte,Jr.

John J. Enright, Chairman

DISASTER CORPS

The Disaster Corps is prepared to respond to enemy attack, riot, insurrection and civil disturbance. The staff is constantly training volunteers in First-Aid and Public Safety in addition to Fire Prevention and Hazard Detection.

They work with the Downtown Association, the Merchants' Association and provide liaison with the vital utilities - i.e.- Power, Light, Water and Communications.

This Committee has made in-depth reviews of this vital public service, its plans and resources. It is the consensus of this Committee that prior Grand Jury Committees' reports have indicated that those assigned to these vital services, their mission and responsibilities were in able hands and therefore, little was reported regarding the organization and efficiency of the Corps.

This Committee has made numerous visitations during the year 1969 and has become acquainted with the many diversified duties of this staff. We feel their mission must be made part of the record of the 1969 Grand Jury.

ORGANIZATION:

The staff is comprised of 16 people, 10 of which are regular employees of the Disaster Corps. The remaining staff is comprised of 2 members of the San Francisco Fire Department and four members of the San Francisco Police Department. Their assignment is full time.

FUNDING:

The Federal Government funds 50 percent of the expenses of the Corps. The balance is the responsibility of the City and County of San Francisco. Volunteer time devoted by the private citizens is not included.

FUNCTIONS:

The Corps is involved with underground shelters, food supplies, medical supplies and water. They deal in the problems of evacuation, fallout and central control for the entire population. They maintain communications with all segments of government and private enterprise. They have organized plans for building protection aimed at civilian security in the event of enemy attack. Wardens have been identified and trained. Drills are held throughout the City and particularly in the high density areas of the City. Survival is emphasized by planning for what to do and where to go. . Highly technical courses have been given to Registered Architects and Engineers. The Police and Fire Departments in addition to the

Disaster Corps (continued)

Federal Agencies have made additional courses available for Radiological Monitors.

EXECUTIVE RESPONSIBILITY:

It is specifically stated in Section 25 of the Charter that the Mayor, as Chief Executive, shall be responsible for the mitigation of any disaster regardless of origin or cause. Therefore, the Mayor has delegated this authority to the Disaster Corps Director and his staff to study, plan, organize and coordinate those duties and functions in order to meet any emergency that might threaten the life of our citizens and/or the destruction of property.

In addition, the City and County of San Francisco is presently participating in a Four-County Bay Area Project - a non-profit military program ranking in top priority of the Department of Defense and the Office of Civil Defense.

BUDGETARY CONSIDERATIONS:

The total budget request for the Disaster Council and Corps for the Fiscal Year 1969-1970 is $157,000. The Federal Government in support of this activity will reimburse the City and County of San Francisco $120,750. This nets a meager $36,307 expense to the tax payers of the City and County of San Francisco for these services. Totally unsatisfactory to the Committee is the recommendation of the Finance Committee of the Board of Supervisors who have recommended that: This vital and necessary function of the Disaster Council and Corps be delegated or transferred to the already overburdened Police and Fire Departments. The effective date will be December 31, 1969.

RECOMMENDATIONS:

This Committee as well as the respective Chiefs of the Fire and Police Department and the Disaster Corps are most emphatically in disagreement with the recommendation of the Finance Committee of the Board of Supervisors. Fire and Police matters far exceed the capability of these departments. Assuming the full responsibility for this vital Public Service will be an undue burden. There is neither force nor management guidance availabe for a project of this magnitude. Federal funds are controlled by specific guide lines which under this plan will not be met.

Accordingly this Committee feels that the Finance Committee recommendation is unacceptable. It will jeopardize the project, endanger the Federal funding process and further place this vital service in a situation of ineffectiveness and subordination. We recommend the perpetuation of the Disaster Corps as constituted and assigned. It must be maintained as a separate entity.

RECOGNITIONS:

The Committee wishes to recognize the Directors, Messrs. Edward F. Penaat, Brigadier General, U.S.A. (Retired) and Edward P. Joyce. These men are appointed by the Mayor. They have outstanding records in the field of Civilian Defense. The guidance of these men has gained national recognition for San Francisco as a model city in defense awareness.

Arnold F. Devoto (Deceased)

Joseph M. Hannan

Frank J. Smith, Chairman

SAN FRANCISCO SOCIETY

FOR

THE PREVENTION OF CRUELTY TO ANIMALS

The Grand Jury Committee visited the Society for the Prevention of Cruelty to Animals at 2500-16th Street, San Francisco. We were met by Mr. Charles W. Friedrichs, Executive Vice President and Secretary. Subsequent visits were made unannounced during the year by the Committee.

The Society was founded in 1868. Its purpose is to prevent cruelty to animals and provide hospital and free clinic service for those animals needing medical attention. The kennels were clean and well ventilated.

This is a non-profit organization and derives its annual budget from dog licenses, private donations, and bequests. No allocation is made from tax funds. The total wealth of the organization is over $3-1/2 million dollars. The 16th Street Building is owned by the Society. They pay no property taxes to the City and County of San Francisco.

Visitors are invited to inspect the facilities during the day.

The Society for the Prevention of Cruelty to Animals should be commended for the good service it is rendering the community, During the year controversies arose at the Pound over management and wages. A Committee from the Board of Supervisors, and a special investigation by the District Attorney's Office, found charges to be exaggerated. We had representation at the meeting held in the Board of Supervisors' Chambers, and voted to back the S.P.C.A.

We disagree most emphatically with those who brought the charges that were based on hearsay and which grew out of proportion to the issues involved.

Mrs. Marie A. Bruce

Frank J. Smith

Joseph M. Hannan, Chairman

BOARD OF PERMIT APPEALS

The Committee visited the Board of Permit Appeals on several occasions during this year.

The Board consists of five (5) members and a secretary, appointed by the Mayor. They meet once a week.

Any citizen may appear before the Board, without counsel, if he/she is not satisfied with the denial or issuance of a permit or license from any City Department, including Public Works, City Planning, Police, Fire and Public Health.

The Committee concluded that the Board of Permit Appeals is making a sincere effort to be just in its findings and is doing a good job in making decisions of a reasonable nature for the benefit of the citizens of the city.

Mrs. Marie A. Bruce

Frank J. Smith

Joseph M. Hannan, Chairman

CITY PLANNING COMMISSION

The Committee finds the City Planning Commission to be under the very capable supervision of Allan B. Jacobs, Executive Director. He heads a comparatively small staff of 64, of which 40 are professional. Part of his staff is housed at 100 Larkin Street. The balance of his staff is housed at 1212 Market Street. We, as did other committees, feel his staff should be "under one roof" in the interest of economy and efficiency.

The Commission operates on a budget of $889,380.00. $791,131.00 represents salaries, $23,000.00 for rent of 1212 Market Street and about $70,000.00 for all other needs.

Mr. Jacobs wants and needs more college people with Masters Degrees. Much of his work involves professional expertise. Contract help is much too expensive. They find recruitment for qualified professionals made difficult by the length of time required for the completion of examinations by the Civil Service Commission. We agree with Mr. Jacobs, that four senior staff people should be made exempt from Civil Service and appointed by the Director. By making these four positions appointive, the best man could be secured for the job in this specialized field. The Director feels that he should be able to hire and fire independently of the Civil Service Commission. The Director of City Planning favors centralization of City Departments and functions in the Civic Center Area. It has been suggested that the Courts be removed from City Hall to accomplish this centralization. We suggest a new court house be built on the old Commerce High School athletic field and a garage underneath it. Mr. Jacobs favors refusing permits for any new garages in the already congested downtown area. This would encourage people to use public transportation and Bart, upon completion, and leave their automobiles at home.

Our Committee recommends that developers be encouraged to construct new high-rise buildings in the south of Market area in order to improve the tax base. The proximity of freeways and Bart enhance this proposal.

The City Planning Commission's duties include: Zoning, Capital Improvement Program, Coordinating and proposing Transportation Planning, and revising and updating City Master Plan.

It is the recommendation of the Committee that the continuation of the Embarcadero Freeway be completed to connect it with the Golden Gate Bridge.

This Committee supports Mr. Jacobs and his Commissioners, keeping in mind that they are working in the Metropolitan City of San Francisco with a force and budget less than comparable cities.

George C. Denend

Henry E. Fourcade

John Cordoni, Chairman

HOUSING AUTHORITY

This Committee has met with and has been kept current by reports from Eneas J. Kane, Executive Director of the Housing Authority, for the City and County of San Francisco. During the course of our association with Mr. Kane, he has been unanimously voted President of the National Association of Housing and Redevelopment Officials. He now heads some 25,000 professionals from over 1,750 agencies throughout the Country. The goal of Mr. Kane and his staff is: "To get sanitary housing for every underpriviledged and low-income bracket American in America, regardless of any race, color and creed."

He and his Commissioners were instrumental in getting Congress to pass a modernization program for permanent public housing units throughout the United States. In January 1969, 12.5 million in modernization funds were alloted to the entire State of California. Through his personal efforts, he was instrumental in acquiring $8,000,00 of the alloted amount for the City and County of San Francisco.

The Housing Authority houses over 5,735 underpriviledged and low income bracket families or approximately 30,000 persons in San Francisco. There is still a waiting list of 5,000. Its other duties include getting clearance for housing from the Board of Supervisors, obtaining approval of the sites, selecting architects, and getting the forty year loans from the Federal Government. It is obvious that Mr. Kane and his five Commissioners have excellent rapport at the Federal level.

The Authority does not recommend one dwelling housing units, or "one building jamming." They favor single dwellings likened to the Towne House type. This results in building two story single homes for each individual family, at a cost of over $40,000.00. It is suggested that these homes would be purchased by lower-income and underpriviledged families at low monthly payments. Severe economic penalties appear to be prevalent here on a long term basis. The priority for land and building space in San Francisco and the high cost of land per square foot obviates the single dwelling plan. It is felt the institutional look can be corrected by emphasizing better design. We feel the Housing Authority should think more along the lines of two or three story flats. This would cost less and accommodate more units on less land. San Francisco has been successful in private ownership with these designs. We also do not favor building housing units in well-established, highly taxed neighborhoods.

MODERNIZATION PROGRAM

Work is well under way on the Authority's $19,422,598 five-year Modernization Program which includes the replacement of more than 1,500 kitchen ranges, 2,000 refrigerators, 2,500 mail boxes, 1,500 exterior door locks and roofing on some of the older projects.

VANDALISM

Vandalism continues and replacement expenditures totaling $210,068.00 were incurred during the year 1968. Sadly enough, $94,130.00 was spent in nine months of 1969 to replace broken windows alone. We recommend that the Authority take immediate steps to minimize this excessive expense due to vandalism.

GROWTH

The Authority favors the "Turn Key" Development, which a private developer builds a project and sells it to the Housing Authority upon completion. More projects are planned using this method rather than Government contract and maintenance payments.

The Housing Authority is keeping its promise and pledges to make payments to the City "in Lieu" of taxes in November 1970. The last payment was made three years ago in 1966, when the City received $184,500.00. The amount of payment is worked out on a percentage of "shelter" rents collected. "Shelter" rents are rents collected less the utilities.

The payment in 1970 is not compulsory by Federal Housing Law, and is purely voluntary on the part of the Housing Authority.

George C. Denend

Henry E. Fourcade

John Cordoni, Chairman

HUMAN RIGHTS COMMISSION

HISTORY OF THE HUMAN RIGHTS COMMISSION

Mayor John F. Shelley appointed an interim committee in Human Relations in 1963 as a result of demonstrations in behalf of minority groups that erupted in hotel lobbies, supermarkets, drive-in lots and automobile row. Subsequently, a Human Rights Commission was initiated from Ordinance No. 209-64 and was passed by the Board of Supervisors of the City and County of San Francisco in July, 1964.

PURPOSE

The Commission's purpose is to act to effect the rights of every inhabitant of the City and County to equal economic, political and educational opportunity, to equal accommodations in all business establishments in the City and County and to equal service and protection by public agencies.

In general, this agency is considered more or less a court of last resort for complaints because the nature of the Commission's work is more general than specific. As an example, cases still go to the Fair Employment Practices Committee rather than to the Human Rights Commission.

Nothing in the initial ordinance shall be interpreted or applied so as to create any power or duty in conflict with pre-emptive effect of any Federal or State law, e.g., F.E.P.C. In essence, the Commission does not duplicate the programs of other agencies but supports and supplements other efforts often accepting the role of coordinator.

AUTHORITY

The Human Rights Commission is not supposed to conflict with any other City body unless specifically requested to do so by the Mayor or Chief Administrative Officer.

Many City departments presently have their own Community Relations committees, e.g., police, fire and education.

This creates a duplication of efforts and, at many times, unnecessary conflicts when the Human Rights Commission proceeds without first being asked to do so through the proper authority.

COMPOSITION

The Commission, consisting of fifteen members appointed by

the Mayor, called twenty-one meetings during the year. Each member receives $15.00 per meeting, totaling $4,212.00 this year.

A professional staff is composed of one Director, seven representatives and six office clerks. Their annual combined salaries are $141,540.00. In addition, five salaries are provided on a temporary basis amounting to $43,992.00. These temporary grants are established through the E.O.C. and the Rosenberg Foundations.

BUDGET

1967	$150,000.00
1968	173,833.00
1969	204,423.00
	plus $32,000.00 Foundation Money.

COMMISSION'S PRIORITIES FOR 1970

The Mandates in the ordinance creating the Human Rights Commission and the Nondiscriminatory Ordinance are very broad. The Priorities are:

1. Implement fully the ordinance requiring affirmative action from City Contracts.

2. Develop job programs with major employers: airlines, department stores, tenants for the Port Authority and the hotel and restaurant industry.

3. Expand minority opportunities in the construction industry.

4. Develop a closer relationship between the school district and employers.

5. Conduct a community seminar on key educational issues.

6. Continue working with the Police Department.

7. Continue to investigate and report on the problems of Chinatown garment shops.

OBSERVATIONS AND RECOMMENDATIONS

We agree with the 1964 Interim Committee on Human Relations and strongly recommend if this commission is to continue that an educational program prior to job seeking be initiated, such as,

Reading, writing and basic arithmetic and factors other than skills that are part of getting into the job market; e.g., when applying for a job, how to dress, how to speak to an interviewer, how to fill in forms, what kinds of exams to prepare for,

how one works against a time limit when taking tests, and, above all, how to be realistic about an hourly wage acceptance.

Throughout this year on Grand Jury duty, we find that there are many families needing help and many school dropouts within the white community as well as the minority community. These should be included in a Human Rights program. We believe this Commission should be concerned with every human being, regardless of race, color, or creed.

This Commission is supported by the tax payers of the City and County of San Francisco. Therefore, we advise the Commission to concern itself with matters only within the City and County of San Francisco and affecting its residents.

We found the Commission to be composed of dedicated people and Mr. Becker a most capable director in spite of the limits placed on his commission.

The Mayor and those in authority should either assist this Commission with clearly defined authority and methods of accomplishing their ends or disband it.

Norbert Cronin

Mrs. Nancy B. Knickerbocker

Nicholas J. Klunis, Chairman

CALIFORNIA PALACE OF THE LEGION OF HONOR

The California Palace of the Legion of Honor and the M. H. DeYoung Memorial Museum are in the process of merger. (Refer to DeYoung Museum report) However, this committee, on several visitations, noticed a lack of proper supervision of the various exhibitions. It is therefore recommended that additional guards be hired for better surveillance of all works of art at this museum.

THE CALIFORNIA ACADEMY OF SCIENCE

The California Academy of Science is to be commended and congratulated on the addition of Cowell Hall. Not only is the building serviceable in every way, but it affords the public a gateway, as it were, to all the departments of the Academy. It is hoped that the new summer schedule which keeps the facilities open in the evening hours will be continued in future summer months. Because of the later closing hours, we recommend that special security be obtained so that all persons can safely leave the area. The continuation of exterior flood lighting is recommended. It is also recommended that the triangle area in front of the Academy be open for auto parking on Sundays. This additional parking would also benefit the DeYoung Museum and the Japanese Tea Garden. The strongest recommendation the Grand Jury committee wishes to make is that front door Municipal bus service be provided the Academy.

John J. Casey

John P. Cordoni

Eugene R. Erigero, Chairman

SPECIAL NARCOTICS COMMITTEE REPORT

It is with deep concern that this Committee acknowledges the alarming increase in the flow and sale of narcotics. Ordinarily narcotics would be incorporated in the Police Committee's report but the foreman of the 1969 Grand Jury appointed a special Narcotics Committee for the sole purpose of calling to the attention of the public that we have an extremely serious narcotics problem in San Francisco.

The Narcotics Committee arranged a meeting with the heads of Education, Health and the Narcotics Bureau of the Police Department. The outcome of this meeting resulted in a program in which all students in the San Francisco school system will be instructed in the dangers and abuses of narcotics. In November 1969 additional funds for this program were further advanced by the Board of education. The Grand Jury recommends that this program be initiated at the earliest possible time.

For several years the workload for the Narcotics Bureau has increased out of proportion to the personnel assigned and the support available. The increase in narcotics traffic is readily recognized in two major areas:

1. The use of narcotics has reached epidemic proportions (see statistics in Board of Education report) as is evidenced by the numerous arrests which have in turn placed the Police Department in an almost impossible situation in the curtailment of narcotic traffic in the juvenile age group.

2. The narcotic traffic among young adults and hard core criminals has parelleled the dramatic increase observed among juveniles.

The Narcotics Committee strongly recommends that the following measures be taken immediately to offset this ever growing menace to our community.

We recommend that the present size of the Bureau, which varies in number from 16 to 22, be increased by the addition of 40 men. We feel that this is an emergency measure. Young police officers should be assigned who will be representative of the entire community and that these officers will concentrate their activities in the most delicate areas of juvenile drug traffic and use.

SPECIAL NARCOTICS COMMITTEE REPORT (Continued)

In 1958, when the Narcotics Bureau was first organized, contingent funds totaling a mere $25,000.00 per year were assigned to the Bureau (for the purchase of narcotics and payment to informants) to initiate arrests and convictions. This Committee recommends that these funds be doubled effective as soon as possible. We also recommend that any monies recoverable revert to the Narcotics Contingent Fund, not to the general fund.

The Committee also recommends that a program of training in the area of drug control be instituted for all members of the Police Department. This would enhance the ability of the individual police officer to better recognize and handle narcotic violators. It is hoped that assistance from the United States Bureau of Narcotics and Dangerous Drugs be obtained in this effort. It is also felt that the academic community of The City could lend much support.

Channels of information should be encouraged in the community through both private and police agencies. The public should feel free to involve itself with the narcotic problem as a whole. The Committee mentions, as an example, the accent that Kiwanis International's Drug Alert program has placed on narcotics for the year 1970. The community should be made aware of the availability of police consultation and advice.

Although the Narcotics Committee recognizes that we are indeed involved only with public agencies, as members of the Grand Jury we would respectfully suggest that parochial and private schools be encouraged to develop similar instructional and educational programs as are now in motion in the San Francisco public schools.

Nancy B. Knickerbocker

John J. Enright

Eugene R. Erigero, Chairman

SAN FRANCISCO PORT AUTHORITY

AD HOC COMMITTEE

During the first week of April, Foreman Melvin Swig, appointed this Committee to study and report findings on the transfer of control of the Port.

The electorate had voted at the last General Election to have the Port transferred from State control to the City and County of San Francisco. The Legislature had enacted measures of transfer in 1968 which oncluded 105 years of State Operation.

Several visits were made during the year 1969. Our first visit was with Mr. Cyril Magnin, President of the Port Authority. His major complaint was the manner in which the Finance Committee of the Board of Supervisors deleted entirely or made excessive reductions in their budget. Several meetings have been held with the Finance Committee, Mr. Magnin and Mr. Rae Watts, Port Director. They felt that the Finance Committee wasn't familiar with the highly competitive nature of the Port in securing contracts. Until a study is made as to the need for said funds, they felt the committee should not arbitrarily "blue pencil" the budget. Prior to making recommendations to the full Board of Supervisors, one more meeting was to be held.

We also visited with Mr. Rae Watts, Port Director. His complaints were of a similar nature, but he also commented on the task of employee conversion. At the time of our visit, the salary classification costs were $40,000.00. Many classifications, for example, the Port Police Force, consisting of 23 Officers and Men, plus the Chief, were still unsettled and a solution is being sought. Conferences are being held with Chief of Police, Thomas J. Cahill, the Personnel Director and the Port Director on this matter. The salary scale of the Port Police has remained at the State Salary Level and has not been upgraded to the salary of the San Francisco Police Officer.

STAFFING:

A very serious problem develops every time a vacancy occurs. The time lapse is too great - approval to fill the position, writing the qualifications for the test, the actual recruiting and than finally the examination. It has happened that the first man on the list is not necessarily the best qualified, but according to Civil Service Regulations the first one on the list receives the appointment.

SAN FRANCISCO PORT AUTHORITY (Continued)

Port Authority (Commissioner) appointments will now be filled by mayoral appointment. There are five in number, plus two State Officers, the Director of Finance and Secretary of Agriculture and Services, who are ex-officio members of the Board.

The Commissioners have the authority to hire or fire the Port Director, who, as Chief Executive Officer, directs a staff and waterfront force of approximately 400 employees.

FINANCING:

A review of the books and financial statements showed that the Port has supported itself completely from revenues and charges from users of the Port and absolutely no tax burden has been placed on the public. Major construction has been financed by self liquidating and general obligation bond issues. To date all obligations have been met.

The Burton Bill reads that, "$100,000,000 in bonds shall be guaranteed within 25 years, and further that $50,000,000 of that be realized within the next 10 years for redevelopment of the Port facilities, otherwise the Port will automatically revert back to the State of California".

A firm agreement has been made with Kidder-Peabody and Oceanic Products, a joint venture, for a Development Contract for Pier Numbers 1, 3, 5 and 7. This will involve a $100,000,000 development for hotels and commercial shops. The 84 foot height clause is still being questioned. Construction on the first two phases should start in January or February 1970.

We call to your attention also, that the net earnings for the Port have steadily risen from $1,781,694 in 1964-65 to approximately $3,000,000, in 1968-69.

Our findings further indicate that Port operations are a highly competitive business and as such, are in need of sizeable funds for promotional activities. Much of the main competition is from the west coast ports of Oakland, Los Angeles, Seattle, Long Beach and Stockton.

CONTRACTS:

A new long-term lease has been secured with Pacific Far East Lines at India Basin for L.A.S.H. (Lighter Aboard Ship) Operation. The cost will be $19,000,000. $11,000,000 is currently contracted out, with $8,000,000 to come from Port surplus. This fleet will go into Transpacific Service by 1971.

SAN FRANCISCO PORT AUTHORITY (Continued)

Army Street Terminal is the Bay Area's largest Pier, with 68 acres and nine berth facilities. $23,000,000 of Port funds were invested and it serves 15 steamship lines. It accommodates both general, break-bulk cargo and containerized freight.

Pier 90, Islais Creek Grain Terminal is another outstanding example of planning. New constrcution has doubled the capacity to Two Million bushels. New equipment has given them ship loading capability of more than 1200 bushels per hour. Pacific Vegetable Oil, a group of companies, has contracted to export a million tons of grain a year.

RECOMMENDATION:

1. The 1970 Grand Jury should consider forming a Committee to visit and review the operations of the Port Authority.

2. Grand Jury visits should be made very early in the year in order that a complete review may be given to all of the prior year's projects, looking toward planning for 1970 and subsequent years. It is further recommended that the full Commission be in attendance together with the Port Director and that the budget be thoroughly discussed and, if possible, conclusions reached.

3. Arrange for a meeting with the Finance Committee of the Board of Supervisors as soon as possible to discuss the Port Authority Budget.

CONCLUSION:

Our Port plays a most important role in the City and County economy. Studies have shown that 12 to 15 per cent of direct or indirect employment is created through this great enterprise. Hundreds of millions of dollars per year result from Port activity. Every survey or projection shows continued increase over and above the present average for the next twenty-five years. We should do all in our power to protect and guarantee its future.

Marie A. Bruce

Charles G. Landresse

Frank J. Smith, Chairman

SHERIFF:

This Committee along with other members of the Grand Jury has visited, on numerous occasions, with the Sheriff and Members of his staff.

The Committee together with other Members of the Grand Jury has visited the County Jails Number 1 and 3 at the Hall of Justice; and No. 2 and 4 at San Bruno. Also, visits have been made to the City Prison under the Police Department at the Hall of Justice and San Quentin Prison in Marin County. These later visits were made so that a full concept of prisoner control would be understood.

This Committee, as well as other Members of the Grand Jury, has read, reviewed, and studied various reports pertinent to the Department of the Sheriff. The following are some of the reports processed by this Committee and other Members of the Grand Jury; Department of Correction Reports on the Jails made in the years 1962 and 1966, the Final Reports of the San Francisco County Grand Jury for the past several years, the Adult Detention Committee Reports on the Jails, and the Report of the San Francisco Commission on Crime concerning the Department of the Sheriff and the jails under the control of the Police Department.

As a result of these visits, studies, and investigations, the Grand Jury has during the course of this year become increasingly aware of the problems at the County Jails and has taken steps to help correct them.

In an Emergency Resolution for Security Measures, the Grand Jury requested additional personnel and an effective alarm system for the San Francisco Court Rooms. Also, included in this Resolution was a request for the sum of $36,000 to increase the security at County Jail Number 2 at San Bruno by installing reinforced steel bars on the windows. This resolution was adopted and made public information on July 2, 1969.

The Committee and other members of the Grand Jury met with the Sheriff and discussed his personal problems that existed, and worked an acceptable plan for the resolution of these problems by the Sheriff. This agreement is being followed by the Sheriff.

This Grand Jury Committee feels that many factors have caused the situation that exists at the County Jails and many factors will have to be changed before a satisfactory answer can be obtained. We would suggest caution at this point and that a long range point of view should be the key note. If the situation can be corrected with present facilities and with the appropriation of sufficient funds and additional personnel, the Sheriff and his Staff should be given an opportunity to correct any deficiencies that may exist.

SHERIFF REPORT (CONTINUED)

A proposal has been made to create a Department of Corrections to supervise, regulate, and direct the activities concerned with the detention of defendants and prisoners in the City and County of San Francisco. It has been indicated that the Board of Supervisors has the power to create such an agency. It is the opinion of this Committee that the Board of Supervisors should give considerable attention and in-depth study to this proposal before it is finalized. Divergent opinions have been expressed as to whether this agency (Department of Corrections) could be created by the Board of Supervisors without the Sheriff being part of it. This is a problem in legal procedures, and the opinions of the best legal minds should be sought in resolving this point. This Committee indicates that there is a good possibility that this type of department, properly organized, might serve a very useful purpose in the proper detention of defendants and prisoners, but again all details should be given thorough consideration. This Committee stresses one point; with the establishment of this Department and/or Agency the person heading it should be highly qualified, be that person the Sheriff or some other designee.

The problem of security at the County jails has been given consideration. It is true that the physical structures - buildings, and jail accommodations - are overcrowded because of the increase in crime. This condition along with insufficient personnel makes for an extremely insecure situation.

In the Grand Jury Resolution of July 2, 1969, we gave consideration to supporting some physical changes in the building at San Bruno. We suggest that other reports of physical insecurities in the buildings, structures, and the jails proper, should be given consideration and sufficient monies appropriated to bring the jails up to a near maximum standard of security.

With the addition of more security personnel a training program should be initiated for all personnel and a complete delineation of duties outlined in manual form.

The jail population has increased considerably during the past number of years bringing about an over-crowded situation. This again is a reflection of the times. With the increased crime pattern, the judges have the obligation of sending persons to prisons after their conviction of a crime and they use either the county jail or the state penitentiary, or probation, or probation with a work-furlough feature. We offer no criticism of the courts in this instance, but only wish to stress the point that prisoners are placed in jail by court direction.

One of the obligations of the Sheriff is to keep separate the felons from the misdemeanants and he has to allocate space in the jails for this separation. Until larger and more adequate facilities can be provided, we suggest that the Sheriff explore the feasibility of making arrangements with other counties for the jailing of prisoners.

For several years the combining of our City Jails and our County Jails has been discussed and considered. Although there seems to be a unanimous agreement that such a consolidation is a sensible objective, certain problems, especially budgetary, have thus far been insurmountable. At this time, a committee appointed in September 1968 by Mayor Alioto and headed by Gregory Stout is still studying the feasibility of this prolect. Its report was due in March of 1969, but has not yet been submitted.

The dietary regimen set forth in the "Minimum Jail Standards of the Department of Corrections" should be applied to prison occupants. This can be then adjusted to local needs with the advice and direction of a professional dietitian, such as personnel in the employ of the Health Department.

Adequate medical and psychiatric care should be provided for those persons confined in county jails along with a recognized plan for rehabilitation. This again calls for an increase in the budget of the jails to provide these services. Consultation with the Health Department and other recognized agencies in this field should provide the professional people for these endeavors. Punishment alone is not the reason for the existence of confining institutions, but punishment with the idea of rehabilitation should be the motivating force.

With the establishment of the "Minimum Standards" the Department of Corrections of the Adult Authority could be approached with the idea of making another review of the jails in order to update their previous reports.

This Committee has reviewed the allegations concerning the use of professional medical and dental services on a contractual basis. This matter has been discussed with the Sheriff and with the Controller. The law is quite clear concerning this and the Controller, based on his findings and conclusions, should act as required with the legal forces of the City and County to Adjust equitably these matters.

We recognize the need of improving the Department of the Sheriff. At this time we would recommend several short term problems that should receive immediate attention and several long term problems that should receive immediate attention and some long range studies.

SHERIFF REPORT (CONTINUED)

RECOMMENDATIONS: SHORT TERM

1. That our "Emergency Resolution" of July 2, 1969 be fulfilled.

2. That Established Minimal Standards for food and food service be strictly followed.

3. That a greater effort be made towards cleanliness in all of our jails.

4. That the Doctors and all Medical Facilities of our jails be placed under the control and supervision of the San Francisco Board of Health.

5. That the study now being made toward combining our City and County Jails be completed.

LONG TERM

1. That a study be made to replace our obsolete jail facilities.

2. That an in-depth study be completed to consider the feasibility of creating a new "Department of Corrections."

John J. Enright

Eugene R. Erigero

Henry E. Fourcade, Chairman

POLICE DEPARTMENT

A thorough examination of the San Francisco Police Department was undertaken during the year by the 1969 Police Committee of the San Francisco Grand Jury. One of our utmost concerns has been in the more effective utilization of patrolmen and their responsibilities to the police operations of the City and County of San Francisco. Of particular concern has been the turnover of present personnel and recruitment of future personnel. The Committee has been very active with the precinct captains and has spent considerable time with the various details. When we complete this review and attendant analysis you will observe the necessary facts to support our recommendations.

PERSONNEL: The San Francisco Police Department has not been reorganized since 1937. The present structure is unbalanced and does not conform to approved, recognized principles. The organizational structure of the Police Department must be sound.

The Police Committee recommends an additional number of captains, directors, and supervisors in order to strengthen the middle management of police administration which is presently lacking and vitally needed. We recommend a reduction of the district stations from nine to six--each in the charge of a Captain. The additional Captain would relieve others when off sick, vacations, etc. Therefore, they would release more personnel presently working inside for patrol work, and give a better span of control and supervision. It often happens now that no regular sergeant is on duty in the station because of illness, injury, vacation, days off or special detail.

This additional middle management would relieve the captains and directors on days off, vacations, illness or injury.

All promotions within the Department would be by Civil Service examination from patrolmen up to chief and would include all the inspectors' bureaus.

WORK SHIFTS:

The present work shift schedule of patrolmen - 8:00 A.M. to 4:00 P.M. - 4:00 P.M. to 12:00 P.M. 12:00 to 8:00 A.M.--is unrealistic and does not conform with the police workload. In checking the police calls, we have established that the greatest need for police is from 7:00 P.M. to 3:00 A.M. and we observed that footbeat men are rarely used and not needed between 3:00 A.M. and 8:00 A.M. Extra pay for night shifts would be an incentive. However, we have found that many men prefer to work the night shift but only on a steady basis, not changing every week.

OVERTIME:

The proper use of working overtime certainly adds up for economy and efficiency. For example, one captain in the Northern District on Friday and Saturday when the workload was heaviest, worked the men on night watches two extra hours, i.e., 4:00 P.M. to 2:00 A.M. and 10:00 P.M. to 8:00 A.M. shifts...

POLICE DEPARTMENT (CONTINUED)

Having a double patrol strength from 10:00 P.M. to 2:00 A.M., which were the peak hours, had a great effect on lawbreakers. It appears, unfortunately, that much overtime pay is often liberally awarded to a favored few. A recent check at City Hall showed that many patrolmen, sergeants and inspectors with their overtime pay make more in a year than captains.

PAY:

The Police Committee would like to propose that the San Francisco Police Department formulate a Career Policemen Plan similar to that of the City of Los Angeles. This Plan is based on the insight that the police service does not offer the same percentage of opportunity into better paying and higher status positions commensurate with private industry. This plan is also based on a second insight in the police service. Success in terms of promotion is predicated upon leaving the technical work of the profession and advancing into supervisory and management positions. The net result is that a highly motivated, highly competent technician in the person of an expert patrolman must leave his chosen field of work and state that he wants to become a supervisor or manager before he can receive either monetary or status rewards. Probably the best adjusted individuals really prefer to serve in the technical ranks of patrolmen or the detective bureau rather than take on the more onerous task of managing other men and yet the police service totally lacks any monetary or status rewards for these individuals. At present there is little opportunity in the Police Department for advancement into better paying and increased status categories for men whose only desire is to become more expert in their chosen professions. At present because of the extremely small percentage of such positions, the opportunity for promotion above the rank of sergeant is microscopically small and the frustrations of attempting to achieve better compensation by this route are great.

Pay raises to patrolmen should not be automatic by years served but by previously qualified patrolmen through suitable testing and rating each year. A pay raise could be given each year for six consecutive years provided the man completes his training, passes the test (such as POST) and is satisfactorily rated for job performance. At present there is little incentive for a man to improve in his present position and a man may become less efficient after a few years in the Department, yet he still receives automatic pay increments. The men who qualify by special training for specialized positions such as crime lab, photography, legal, traffic, etc., should receive suitable additional pay. By this method, at the end of six years with proper training and experience, a police officer should be qualified and able to handle all types of police duties -- patrol, investigation of all crimes, traffic management, riot control, rescue and first aid, etc.

POLICE DEPARTMENT (CONTINUED)

PHYSICAL FITNESS:

We would like to recommend that along with his present entrance medical examination, in order to make a man more effective in riot control, owing to the nature of crimes that are perpertrated today, a police recruit be subject to psychological testing upon entry into the Department. The Committee would like to further recommend that a police officer, considering the high physical and mental demands owing to today's police problems, should take a regular physical and cardiogram.

INSPECTORS'BUREAUS:

It should be noted that during our visits to most of the Bureaus, including that of Narcotics, we found most of the inspectors in their offices writing up their reports early in the morning. The Committee feels civilian shorthand-typists should be hired to take the reports in order that the men may utilize their time in the field.

POLICE ATHLETIC LEAGUE:

We would like to commend this extremely successful operation and the officers who worked diligently and gave up off-duty time to help the youth of San Francisco. It is a most worthwhile cause.

NARCOTICS:

The Narcotics Department of the San Francisco Police Department is operating most efficiently under the circumstances. The Committee and several members of the Grand Jury have worked closely with it during the past year. Again, their contingency fund has not been increased commensurate with the workload and it is not uncommon to find the department without operating funds during the course of a month. Owing to the tremendous increase in the narcotics problem we recommend that this Bureau receive a minimum of $50,000 annually plus additional men. (See Narcotics Ad Hoc Committee report.)

TRAFFIC:

Our inspection of this Division revealed an insufficient number of traffic control men. This committee proposes that an additional 29 traffic control men be added to the 20 which were approved this year. Our recommendation was approved by His Honor, the Mayor. We would like to take this opportunity to commend Director Zaragoza and his men for the fine job that they are doing but we would like to see traffic control men direct traffic from fixed posts such as in other cities. This would certainly return many men to beat duty.

POLICE DEPARTMENT (CONTINUED)

SOLO BIKES:

Once a man has qualified for motorcycles, he automatically draws hazard pay. Our investigation has shown that several men are drawing this additional money at considerable expense to the city and county, although they are now employed at desk jobs in the traffic bureau. This practice should stop and a minimum of 24 hours a week should be driven on a motorcycle by any man in order to qualify for hazard pay.

ACCIDENT INVESTIGATION BUREAU:

This unit is understaffed and has an insufficient number of automobiles. We have received numerous complaints from citizens who have had to wait up to three and four hours for a car to respond, and in some cases -- when the accident does not include injury, the bureau has insufficient personnel to respond. In such cases, the citizens are advised to gather the necessary legal information when officers are unable to appear at the site of the accident.

HOT CHASES:

It has been noted on several occasions, that when a car is called out and is involved in a chase, the driver usually has the keys for the shotgun rack in the car ignition and is unable to remove the gun for use from the rack. We recommend that two separate key chains be utilized.

ENVIRONMENT:

The administrative space, conference room and jail facilities are poor, and the station cells that are used for temporary detention of prisoners - pending transfer to City Prison - are unheated and too isolated for proper supervision.

GENERAL EQUIPMENT:

Most of the furniture and fixtures are old and there is an insufficiency of walkie talkies, night sticks, and shotguns in the station armory.

The Police Committee has had the opportunity to review the police forces of several California cities, along with numerous police departments of foreign countries. We would like to recommend that the San Francisco Police Department obtain the details of a walkie talkie used by the London, England Police Department, which is a two way transceiver about the size of a pack of cigarettes. This would enable the beat officers to be in a two-way communication with his station at all times.

POLICE DEPARTMENT (CONTINUED)

Most of the district stations have been involved in shoot-outs; and in order to protect themselves, the station keepers have been forced to pile old ledgers against the window glass for protection.

There is need to emphasize that bullet proof glass be installed as soon as possible.

COMMUNICATIONS:

The Grand Jury strongly believes the Chief should have a greatly augumented staff in communications, most of whom should be civilians. This would return to Police duties approximately 15 Police Officers. These civilians would be under a commissioned officer capable of giving advice and supervision, and making the necessary decisions for action.

TOW AWAY:

In view of the parking problems in San Francisco, we would strongly recommend that credit cards be accepted for the payment of tow away charges. It appears that many housewives, some with children, after going on a shopping spree are unable to redeem their automobiles due to lack of funds. Presently, they have to abandon their vehicles until someone at home can pay their tow away fees.

We would like to take this opportunity to commend Chief Thomas J. Cahill and his staff for the exceptionally fine job of running the department under the circumstances; and particularly on his report to His Honor Mayor Joseph Alioto entitled "1969 Special Report-San Francisco Police Department". This report presents in detail, from a police point of view, the social and economic statistics of San Francisco in addition to the deployment of the police organization by neighborhood police stations. A wealth of information is contained in this comprehensive report.

We encourage the Police Commissioners, the Board of Supervisors, and the Mayor to review this report in detail. The recommendations contained therein are worthy of most serious consideration along with the additional comments by the Police Committee of the Grand Jury. We would also recommend to the commissioners that they make periodic field inspections of the entire department.

George C. Denend

Joseph C. Tarantino

David Morris, Chairman

YOUTH GUIDANCE CENTER

The Juvenile Court Committee report on the Youth Guidance Center may well preface its recommendations on what could or should be the finale of its report, namely; that the physical plant as it now exists is totally inadequate to serve its purpose. It is overcrowded and needs additional classroom and recreation facilities. The complex was completed in 1950 on a twelve (12) acre site atop Twin Peaks. It is conceded by all concerned that it should be replaced and relocated as soon as possible. This is not easy to accomplish particularly in the face of the defeat of Proposition "C" in the last November election.

The passing of the Honorable Raymond J. O'Connor, Judge of the Juvenile Court, in January, left a void in the operation of Youth Guidance Center. Judge O'Connor was recognized by both the professionals and laity as an outstanding jurist who dedicated the last years of his life to the interests and welfare of dependent and delinquent children. The Judge's passing was followed by the early resignation in April of 1969 of Elmer Gaetjen from his position as Chief Probation Officer. In the interim, Mrs. Rose McGrory has been very ably fulfilling the duties of this important position. Mrs. McGrory has announced that she is not a candidate for the Chief Probation Officer on a permanent basis. At the deadline date for applications for this post, thirty seven (37) persons had filed their applications - nine (9) from San Francisco; thirteen (13) from other California Cities; fifteen (15) from out of State. These thirty-seven applicants were screened and interviewed by the Superior Court Judges' Personnel Committee, under the Chairmanship of the Honorable Walter Carpeneti. The delay in the appointment of a Chief Probation Officer earlier was held up in order to obtain State Legislation to waive the State of California residency requirements for this post. At the meeting of the Judges of the Superior Court held on Thursday, December 11th, 1969, Mr. Joseph Botka of Akron, Ohio, was selected for the position of Chief Probation Officer.

In passing may we compliment the retired Chief Probation Officer, Elmer Gaetjen, for his work in this position. In a life dedicated to youth work dating back to 1923, he worked his way up to become Chief Probation Officer of the Juvenile Court of the City and County of San Francisco.

DEPENDENT CHILDREN:

This year's Grand Jury passed a resolution which was sent to the Board of Supervisors, urging the Board's enactment of legislation removing dependent (neglected) children from the Juvenile Hall and transferring their care to the Department of Social Services which would provide shelter at other locations. This action would remove the stigma of juvenile delinquency. This matter is now in the hands of the sub-committee of the Board of Supervisors.

Youth Guidance Center (continued)

DELINQUENT GIRLS:

Delinquent girls are an ever-increasing problem at Youth Guidance Center. According to statistics released by Captain Daniel Quinlan, Head of the San Francisco Police Juvenile Bureau, 2,604 girls were booked or cited for appearance at Juvenile Hall this year. Citations included crimes of violence, purse snatching, strong-arm robberies, and aggravated assaults. A record number of girls are being admitted under the influence of narcotics and/or dangerous drugs. The aforementioned number of admissions is an increase of 515 more than for the same period last year. This compares to 684 boys booked or cited or an increase of 54 more than a like period in 1968. Delinquent boys have two honor camps or rehabilitation ranch type schools - Log Cabin and Hidden Valley located at La Honda. No such facility is provided for delinquent girls. It is strongly recommended that a facility be established - a group of institutional homes. The group home should include a psychiatric staff. Such a facility could possibly prevent delinquent girls from being sent to the California Youth Authority.

PROBATION DEPARTMENT:

The Probation Officers now present criminal matters to the Court and at the same time act as counsellors to the offending juveniles. The Court feels that the juvenile cases be presented in contested delinquent matters by the Office of the District Attorney. It is therefore recommended that a minimum of four (4) Assistant District Attorneys, One (1) investigator, and One (1) stenographer be assigned to the Juvenile Court to assist the Probation Officers in determining the proper allegations to be made in the petition alleging delinquency and to screen properly the cases to determine whether or not there is sufficient evidence for a petition to be filed and eventually they would be responsible for the presentation of the matters before the Court or the Referees.

It is further recommended in addition to an Assistant Chief Probation Officer, that another Assistant Chief Probation Officer be appointed to be in charge of personnel, training, and research.

PUBLIC DEFENDER:

The Juvenile Court now has one part time Public Defender. Since November 28th, 1969, the Legal Aid Office has been closed and the Juvenile Court now has only one attorney to represent minors in delinquency and dependent matters. It is the stated objection of the Office of Economic Opportunity that funds this project that the Legal Aid lawyers should not represent minors in delinquency matters, unless there is a particular or unusual matter to be heard which might result in an appeal. It is obvious, therefore, that in the average contested delinquency case more Public Defenders will be needed. It is recommended that three (3) full-time Public Defenders be added to the staff at Juvenile Hall.

Youth Guidance Center (continued)

RECREATION:

Recreation facilities and activities at Youth Guidance Center are obviously very limited and in order to alleviate some of the difficulties it is suggested that two playground director positions be added to the Juvenile Hall budget. Presently the School Department conducts the physical education programs in the two gymnasiums, but when school is closed at three o'clock in the afternoon and on week ends there is no director to supervise the gymnasium activites. We suggest funds be made available for the hiring of playground directors for the aforementioned periods.

LOG CABIN AND HIDDEN VALLEY RANCH SCHOOLS:

These two schools are operated as part of the Youth Guidance Center. They are located in beautiful country at La Honda and are ably supervised by two directors - Mr. Walsh at Log Cabin and Mr. Chay at Hidden Valley. Hidden Valley however is without a recreation hall or swimming pool. The boys from Hidden Valley share the Log Cabin facilities but this has not proven too satisfacory an arrangement.

This Committee suggests that a citizens committee be formed to obtain funds from private sources for these purposes.

Steps should be taken to prevent the use of narcotics by the youths at these schools.

The Juvenile Justice Commission is comprised of a group of qualified citizens appointed by the Juvenile Judge. The Grand Jury commends this Commission for devoting their time and effort to the city's juvenile problems.

To finalize this report our Committee commends the Juvenile Court Judge, Honorable Francis W. Mayer, for the progressive manner in which he has handled the Youth Guidance Center. In the short time he has been in the Court, we feel that he has done an outstanding job.

Mrs. Marie A. Bruce

David Morris

John J. Casey, Chairman.

TREASURER

Mr. John J. Goodwin is Treasurer of the City and County of San Francisco.

Preceding Grand Jury Committees have been critical of the Treasurer's office for inability to respond to the opening of Safety Deposit Boxes and inventorying their contents.

State Law requires the Treasurer, or his representative, to be present at the opening of a Safety Deposit Box belonging to a decedent. The purpose of this is to inventory the contents. The inventory by the Treasurer is compared to the Inheritance Tax return of the estate so that no one can escape the proper tax. The Committee questions what real purpose this serves as it would be possible for the contents of an estate to be concealed if one so desired. For example, money and jewelry can be hidden in one's household or elsewhere. If the bank is not aware of a death, the co-tenant of the box could remove its contents. It would seem that the Legislature or the Franchise Tax Board should examine the value of this exercise by the Treasurer versus the expense involved. It would appear that a bank officer could inventory a box and sign an affidavit as to the contents, and this report should be acceptable to the tax authorities. Should legislation be required to enable bank officer involvement in this function, then this Committee recommends the pursuit of such legislation.

OPERATIONAL REVIEW

We find the Treasurer understaffed and meeting his case loan on a deferred basis. He is in receipt of 1,000 to 1,500 warrants (Welfare) in contention monthly. He deals with an identification system that lends itself to fraudulent identification.

The warrant problem is one of payment to the proper person. If warrants are stolen the proper owner must sign an affidavit of loss or of forgery to get a replacement and this involves a great deal of paperwork. Mr. Goodwin feels that if an identification card is required by the merchants or banks before cashing the warrants, there will be less chance of forgery and a reduction in paperwork. The present problem is not one of paying out money on forgeries as it is administering the "paper" and the returning of stolen checks to the banks and merchants who are involved.

Mr. Goodwin meets the paying and receiving requirements of his office in a routine manner. His force, however, should be set at a level directly proportionate to his work load. We do not feel that this has been reconciled in several years, at least not

TREASURER (continued)

to the satisfaction of this Committee.

RECOMMENDATION

John Goodwin is a dedicated man, devoted to civic duty. We feel that Board of Supervisors may find it enlightening and educational to visit this department and go through an operational review to better understand its needs. Perhaps such a review would disclose opportunities to improve service to the public and to assist the Treasurer in performing the necessary functions of his office.

Charles G. Landresse

I.P. Sicotte,Jr.

George C. Denend, Chairman

AD HOC COMMITTEE ON PORNOGRAPHY

SPECIAL REPORT

Pornography is a low cost - high return business with an annual gross return in California, estimated as exceeding twenty million dollars.

This Committee suggests that one of the greatest problems endangering our community is that of pornography - mental pollution. The acuteness of the problem is self-evident as reflected by the bold steps taken by those purveyors of filth who parade under the protective mantle of the First Amendment. We are also fully aware of the fact that control of obscene material is no easy matter.

The recent changes in the law in connection with offenses involving pornography indicate an awareness on the part of our legislators of the damage which has been inflicted upon our society by those purveyors of pornography. It is hoped that further changes in the law will be forthcoming thereby facilitating the arrest and successful prosecution of this type of offense, putting the pornographer in jail and out of business.

One of the major problems involved is the fact that objectionable material peddled (and at exorbitant prices) is foisted upon the public by reason of its exposure in the front windows of the places where the material may be purchased. In connection with the recognition of these problems, credit must be given to those news media which have done an admirable job in spotlighting the nature of the problem. They have certainly awakened the public to the type of trash to which our youth is exposed. Certainly many of the trash paperbacks are written purely to provoke and excite the prurient interest. They cannot be looked upon as serious contributions to literature.

The enormity of this problem becomes self-evident when one considers the flood of such filth inundating San Francisco by way of thousands of paperbacks which pour out of smut mills and find their way into this City of ours. The impact upon youth of this flow of mental garbage cannot be minimized.

This Committee feels that arrests alone, unless backed up by meaningful penalties, do nothing more than encourage the violators to go back in business, e.g., it is found that in most cases, following the utilization of police manpower hours and the time of the District Attorney, that upon a finding of guilty only a small fine is imposed. This is certainly no deterrent to the sale of filth.

We have also noticed that the police control involved in connection with the sale of pornography, with particular reference to obscene movies, is primarily invested in one inspector, assigned to the Bureau of Special Services, who has been in such capacity for many years. He has a thorough knowledge of the subject and is doing an outstanding job. Although other officers are technically empowered to make such types of arrests, with the complex legal provisions found in the obscenity laws, in practice, this inspector referred to, soley conducts such types of investigation. We believe, therefore, that in view of the enormity of the problem involved that additional men should be assigned to these specific duties, thus adding to the arsenal of enforcement so necessary to combat the pornographic problem.

Mrs. Marie A. Bruce

David Morris

John J. Casey, Chairman

CITY ATTORNEY

The first investigatory visit of this Committee to the Office of the City Attorney was made on March 9, 1969. We were impressed by the efficient manner in which this department is conducted. We noted that all space available was completely occupied. This office could use considerable more space, but the space should be in the City Hall. In the planning for a proposed Courts' Building, special attention should be given to providing more space for the City Attorney.

On several occasions during this year we have been in need of legal advice and direction from the City Attorney, Thomas Mo. O'Connor. We are pleased to report that on each occasion we received prompt and efficient service and answers to our questions.

In the fiscal year 1968-1969, 104 legal opinions were provided for twenty-four City Departments; 45 opinions at the request of the Board of Supervisors; 19 for the Civil Service Commission and the remaining 40 opinions for 22 other departments.

We believe this department is well directed and performs its functions smoothly and efficiently; therefore, we the Members of this Committee commend the City Attorney and his staff.

Eugene R. Erigero

John J. Enright

Henry E. Fourcade, Chairman

GRAND JURY CITY AND COUNTY OF SAN FRANCISCO 1969

On April 10, 1969, Foreman Melvin M. Swig appointed an Ad Hoc Committee to review the Instructions, the Penal Code and the functions of the Grand Jury, and to make recommendations for the future of Grand Juries.

Accordingly, the Committee proceeded with the investigation under these guide lines. A report was submitted to the entire Jury on April 17, 1969 embracing Grand Jury Instructions, Sections of the Penal Code dealing with Jury matters, and selected reports and recommendations from other Grand Juries of the State of California. This report was identified as the "Blue Book." Subsequent reports were presented to the Jury on June 11, October 13, and October 30, 1969.

Close liaison was maintained with the Presiding Judge, Edward F. O'Day, Bernard Ward, Officer of the Court, and Ralph Sheehan, Consultant.

The final recommendations of the Ad Hoc Committee were presented to the Jury on December 1, 1969. The Jury supports the following recommendations:

That in order to meet more expeditiously the criminal responsibilities of the Jury, and to fulfill the administrative functions to the greater satisfaction of the Jury, the City and County of San Francisco appoint two Juries - one Criminal and one Administrative. Further, that the Administrative Jury be so impaneled that their service would be on a fiscal year basis rather than the calendar year.

It is strongly felt that the Two-Jury System would enable more in-depth review of county operations, while at the same time expedite the presentation of felony cases in greater quantity be the District Attorney and the indictment process by the Criminal Jury. The end result would be better service to the citizens of the City and County of San Francisco.

We recommend that legislation necessary to provide these changes be prepared by the Court and submitted to the appropriate legislative representatives for enactment.

Mrs Nancy B Knickerbocker

John J Enright

George C Denend, Chairman

ECONOMIC OPPORTUNITY COUNCIL

Although the Committee kept six appointments with Mr. John Dukes, the General Director of the E.O.C., and made an inspection tour of several of the E.O.C. projects, corresponded with the various City department heads relative to E.O.C. and interviewed still others, it is our conclusion a report is not in order because of an opinion rendered by City Attorney Thomas O'Connor to the 1966 Grand Jury to the following effect:

> "The Grand Jury has no jurisdiction to routinely investigate the E.O.C. because it is not a county office, but is only a private non-profit corporation."

In reply to an inquiry from this Committee on August 14, 1969 to the District Attorney, he responded as follows:

> "I am enclosing the City Attorney's opinion No. 66-60-A and No. 66-56-A. In accordance with the conclusions reached in this opinion, you are advised that the Grand Jury has no jurisdiction to routinely investigate the E.O.C."

John P. Cordoni

Joseph C. Tarantino

Norbert Cronin, Chairman

DEPARTMENT OF ELECTRICITY

This department is managed by Mr. Burton H. Dougherty, with a staff of 111 permanent and 21 temporary employees. Mr. Burton Dougherty is responsibile to the Chief Administrative Officer.

The responsibility of this department is to maintain, repair, and in many instances manufacture parts and equipment. Each year more work is added to their already over-burdened staff, but their requests for additional personnel has been denied. Minimal needs for the department would be an increase of five (5) permanent employees. To cite an example; A request for working Painter Foreman had been proposed and received the support of the Grand Juries for 1967 and 1968, but was not approved. As a result, backlogs have increased with deterioration and corrosion playing havoc to traffic signals, fire and police boxes, and many other types of equipment. If this equipment fails to operate properly in an emergency it could cause the deaths of some of our citizens. We feel this should be recommended in a supplemental request to the Finance Committee, for the five (5) positions.

VANDALISM:

One of the biggest problems in the department is the continued increase of vandalism on all types of equipment. Costs to the Department of Electricity alone this year was $24,335.00. Add to this an estimated loss in revenue of $2,800.00 per month, or $33,600.00 annually, from "jammed" parking meters. (Savings from this revenue alone would more than pay for the requested positions.)

VISITATIONS:

Our visits to the plant itself at 901 Rankin Street and many of their other installations convinced the committee of the fine job being done by this unit. While the major operation is from 8:00 A.M. to 4:00 P.M., they have a complement of employees in all crafts working 24 hours per day, 7 days per week, with standby personnel for emergencies.

SERVICES:

The Fire and Police Departments require the most time, but maintenance must also be given for equipment of the Municipal Railway, Disaster Corps, Port Authority, Public Works Department, Public Health, Harbor Police, Water Department, Offices of the Mayor, and the Board of Supervisors for either One-Way or Two-Way Radio Control.

SERVICES: (Continued)

Traffic signals, parking meters and warning sirens are another integral part of their operation.

RECOMMENDATION:

Immediate steps be taken to secure the necessary funds from a supplemental source to fill the urgent needs for additional personnel.

Arnold F. Devoto

Joseph M. Hannan

Frank J. Smith, Chairman

REAL ESTATE DEPARTMENT

The Real Estate Department functions in the capacity of real estate agent for the City and County of San Francisco. It handles all purchases, sales, negotiates leases and the acquisition of land by eminent domain proceedings. Sales of property declared "surplus" are conducted as the occasion arises. With the high property values prevalent in the City these sales produce a good income and at the same time return the properties to the tax rolls.

Previous Grand Juries have recommended special studies be made with a view to determining the best and most profitable use of City lands. We concur with their views and suggest that the fullest use be made of air space over community parking lots and space under freeways. Good examples of what can be done in this regard are the Health Center constructed over the Broadway Tunnel and the Central Police Station on the ground level of the North Beach Parking Garage on Vallejo Street. This type of construction can well be adapted for private use, producing a return to the City.

A Bureau of Land Management has been created in the Public Utilities Department whose functions to a considerable degree parallel those of the duly constituted Real Estate Department; the explanation advanced for its establishment is that the land management problems of the utilities require special treatment as opposed to those properties administered by the Real Estate Department.

The Committee is of the opinion that dual real estate or land management departments are an unnecessary luxury and impose a tax burden on the community. We urge that the function of the Real Estate Department of the Public Utilities be returned to the Real Estate Department of the City.

Joseph M. Hannan

Charles G. Landresse

Arnold F. Devoto, Chairman

HEALTH SERVICE SYSTEM

The Health Service System offers City employees a choice of plans. There are approximately 23,000 members now insured under these plans.

$1,317,000 is the City's contribution and this is 6% for $100 of the tax rate and in accordance with the Charter provisions. $1,500,000 is the amount contributed by the City employees themselves. Under Plan 1, the City system itself, the City contributes 36.5% of the total premium with the Health Service System paying $1 for the premium out of surplus. It is to be noted that there is neither a Dental nor Drug Plan offered and that the dependent premium is paid by the employee himself. In the November 1969 election, the voters turned down the proposition that the City would pay the dependent premium. Eighty per cent of Health and Welfare Plans regionally are on a composite premium basis and the premium is paid for totally by the employer.

For those retiring without Medicare, a premium of $28.32 monthly is paid by the City. The total cost to the City for retirees is $375,000 annually.

The administrative cost of the Health Service System fund is $330,000 annually, which is approximately $1.36 per month per employee. The total annual contributions collected are approximately $3,000,000.

Throughout the year, the service under Electronic Data Processing was "horrible". As an example, 1,000 deductions were not made in the month of February 1969. There is every assurance that EDP will become more costly as time goes on and in the opinion of Lyle O'Connell, the Executive Director, "EDP will have to function properly immediately -- or else". The Health Service System is now being charged more for the data processing than when they had the machines in their own office. Mr. O'Connell reports to this Committee that the Health Service System relationship to the Civil Service administration is an unhappy one, saying "The Commission does not produce employees" and gave, as an example, that they cannot obtain from the Civil Service Commission current addresses for those under the Kaiser Plan.

Current financial and C.P.A. reports were unavailable at the time of this Committee's meeting. As a matter of fact, a copy of the last report made by the Controller was dated October 10, 1961. The latest C.P.A. report available to the Committee was dated June 30,1965. There is no current operating statement - income versus outgo - available.

HEALTH SERVICE SYSTEM (Continued)

There are 7 members of the Health Service Board - 3 from employee groups, one from the Board of Supervisors (the Chairman of the Finance Committee), one from the City Attorney's office, a physician and one from the insurance industry. It must be noted that the present Chairman of the Finance Committee of the Board of Supervisors has never attended a meeting.

It is the opinion of this Grand Jury that the criticisms leveled in this report should be investigated and that the failures resulting therefrom should be corrected.

It is the opinion, also, of this Grand Jury that the Executive Director and the 25 employees working under his jurisdiction are doing a good job within their limits.

John P. Cordoni

Joseph C. Tarantino

Norbert Cronin, Chairman

CIVIL SERVICE COMMISSION

The 1968 Grand Jury passed on to us, the 1969 Grand Jury, the following admonition:

> "One of our major frustrations was our inability to convince the Mayor of the need for an in-depth study of our "sick" Civil Service System. We commend this problem to the early attention of the 1969 Grand Jury . . . ."

The material and conclusions presented herewith result from the following activities of the Committee:

46 questionnaires were sent to the various City department heads, asking for replies. 46 answers were received.
Two meetings with the Mayor.
Four meetings with George Grubb, General Manager, Personnel.
One meeting each with Mr. Grubb's four principal assistants.
One meeting with the Civil Service Commissioners.
One meeting separately with one of the Civil Service Commissioners.
One meeting with the Civil Service Association.
One meeting with Local 400.
One meeting with the Federation of Public Employees.
Two meetings with the Chamber of Commerce.
One meeting with the Foreman of the 1968 Grand Jury.
One meeting with the Chairman and one committeeman of the 1968 Grand Jury Civil Service Committee.
One meeting with the 1967 Chairman of the Grand Jury Civil Service Committee.
One meeting with the 1966 Chairman of the Grand Jury Civil Service Committee.
One lengthy appearance of George Grubb, General Manager, Personnel, before the entire body of the 1969 Grand Jury.
A study of the transcript of the testimony of George Grubb, General Manager, Personnel, before the 1967 Grand Jury.
A review of the 1966, 1967 and 1968 Grand Jury Reports on Civil Service.
One meeting with the head of one of the larger City Departments (requested by him).
Discussions with 9 various City department heads.
Continuous correspondence.

Because it was felt that the 46 department heads to whom the questionnaire was sent would be most concerned with the operations of the Civil Service Commission, the Committee studied their replies with great interest. Let it be noted that:

I 23 department heads (50%) are completely unhappy with the operation of the Civil Service Commission.

II 12 (26.1%) approve of of its operations.

III 5 (10.9%) were non-committal.

IV 6 (13%) claimed that they were not involved with it.

Upon analysis, the primary complaint against the Civil Service Commission is the backlog of regular and promotional examinations. The second complaint is the failure of the Civil Service Commission to provide the proper personnel for the proper job. The third complaint is the failure of the Civil Service Commission to recruit personnel. The fourth objection is the appointment of too many temporary employees (one has been temporary for 17 years). The fifth complaint is the appointment of too many limited tenure employees. Actually, the number of limited tenure temporary certifications for the past year was 4,878 and the number of permanent certifications was 624. These are criticisms of the operational end of the Civil Service Department.

The complaints listed, as far as the executive ability of the General Manager, George Grubb is concerned, reduce to the following:

1. Inability to communicate with other department heads.

2. Addiction to detail.

3. Refusal to delegate authority.

4. Lack of leadership.

5. Dearth of imagination.

The 1969 budget request was increased to $449,582 because the Civil Service Commission"is 18 months behind in every phase of its work". The sole explanation for this backlog, according to George Grubb, is:

I. Budget resistance.

II The Civil Service Commission is not popular.

It is Mr. Grubb's proper suggestion that the Commission itself should be a tribunal for judicial matters rather than administrative matters.

CIVIL SERVICE COMMISSION (Continued)

The current number of Civil Service positions in the City and County of San Francisco is 22,263. The Civil Service Department, at this time, has 70 employees and is asking for 25 more (although Mr. Grubb claims 140 are necessary to do a satisfactory job).

Mr. Grubb states that the Civil Service Commission is in "bad shape" and that money is the only solution.

Mr. Grubb favors the Los Angeles prodedure for examinations rather than the San Francisco method because the former enables people to be hired more promptly. A Charter amendment is recommended to resolve this problem.

There is a division of loyalty in the Department among the principal department heads, which doesn't help the efficiency of the Department.

The General Manager and his Commission have failed to bring in Charter amendments and revisions for the removal of those obstacles that do hinder the work of the Civil Service Commission. (We are informed that examinations lag, in one instance as far behind as 8 years).

Since the backlog of examinations is the most common target of criticism and since the General Manager's and Commission's position is that they need money to remove this backlog, Mr. Grubb, at a meeting with this Committee on May 16, 1969, suggested the application of Section 145-1 and Section 149 of the Charter in order to obtain money to remove this backlog. (The record shows, however, that Mr. Grubb's sworn testimony before the Grand Jury in 1967, page 31, line 2, was: "I wouldn't recommend the application of that (Charter Section 149), 'kind of a demand." The Committee studied these Sections and referred them to the City Attorney for legal interpretation. Issues were made of these Sections with the Mayor at both of our meetings with him. These Sections seem to say (to the layman at least) that:

> "if its (Civil Service Commission's annual appropriation is insufficient to meet the cost of the examinations required to establish registers of eligibles through the examination procedures set forth in Section 145 hereof, or to qualify applicants for limited tenure appointments as herein provided, the Commission shall report to the Mayor the estimated cost thereof and the Mayor shall request and the Supervisors shall make supplemental appropriations therefor in the manner provided herein for supplemental appropriations."

Interpretively, the City Attorney states:

"The above quoted Charter Sections generally provide that in the event the annual appropriation for giving Civil Service examinations is insufficient, then the Civil Service Commission must report to the Mayor the estimated cost of examinations and the Mayor must request the Board of Supervisors and it shall be the Board's duty to make a supplemental appropriation for the cost of examinations"

The City Attorney then continues:

"The amount of money is not mandatory, but appropriations must be made."

In this light, then, the Civil Service Commission, its General Manager, the Mayor and the Board of Supervisors have failed to make possible the necessary examinations.

We find that the Civil Service commissioners are subject to much criticism which centers upon the following charges:

1. The surrender to endless detail instead of dedication to policy-making.
2. The lack of harmony among the Commissioners, which diverts from their unity of purpose and leads to ineffectiveness.
3. The domination of the General Manager over the Commissioners' efforts.

We report that the several organizations with whom we met were almonst unanimous in the content of their criticism of the operations of the Civil Service Commission. Records have been kept of these meetings so that this statement can be documented.

It is acknowledged by all that the Data Processing has not been helpful and at times, has actually been intolerable.

We recognize that since the examinations are so far in arrears a wider use of outside contracting for examinations is most desirable.

Admittedly, also, budgetary problems and certain Charter restrictions hamper the work of the Commission (although Mr. Grubb has informed us that Charter revisions would not break the logjam in the Civil Service Commission).

Admittedly, also, the General Manager himself is the most knowledgeable person in the matters of the Civil Service Commission.

Because of the replies from the various City department heads, because of our meetings with the various associations, because of the 1966, 1967, and 1968 Grand Jury reports and because of our own convictions, we recommed the removal of George Grubb, General Manager, Personnel, from the Civil Service Commission because of the following reasons:

1. Failure to examine backlog of examinations
   (a) regular
   (b) promotional

2. Failure to reduce and control limited tenure
   (a) politically abused.

3. Failure to explain salary standardization
   (a) not trusted
   (b) not understood

4. Failure to recruit -
   (a) and classify

5. Failure to catch up on work
   (a) "18 months behind in every phase"-Grubb

6. Failure to set recorded policy

7. Failure of General Manager
   (a) incommunicative
   (b) non-executive
   (c) dictatorial
   (d) secretive

Furthermore, we recommend that the Commission be restructured because we find that it is:

(a) Political
(b) employee oriented
(c) inclined to pre-commission meetings
(d) anti-management in decisions
(e) overburdened - by preference - with routine work

(f) reluctant to overhaul
e.g. no Charter amendments

We recognize only too well that the eventual judge of our recommendations will be the Mayor because he has the power to appoint the Commissioners who, in turn, have jurisdiction over the General Manager and because the Charter mandates the Mayor and the Board of Supervisors to obtain the necessary money for the administration of examinations.

John P. Cordoni

Joseph C. Tarantino

Norbert Cronin, Chairman

CORONER

The Coroner, Dr. Henry Turkel, is a county officer acting under the authority of provisions of the California Government Code, the Health and Safety Code.

There are specific laws which define the Coroner's powers which vest him with the right and duty to investigate certain classes of death. All deaths reported to the Coroner are subject to a preliminary inquiry and if necessary full investigation if the circumstances warrant it.

DEATHS REPORTABLE TO THE CORONER:

Homicide
Suicide
Grounds to suspect that death occurred in any degree from a criminal act.
When a physician is unable to state the cause of death or when no physician is in attendance
All deaths where patient has not fully recovered from anesthetic whether in surgery, recovery room, or elsewhere
All deaths of unidentified persons.

The Coroner's Committee of the Grand Jury has spent a considerable amount of time in this department and would like to make the following recommendations:.

TRANSPORTATION:

The ambulances and vehicles are in complete run down condition and have far out-lived their usefulness They consist of·

1960 International with 60,000 miles
1962 International with 70,000 miles
1962 Chevrolet with 92,000 plus miles.

in fact this last named ambulance is in such poor condition that the department has discountinued using it.

All these vehicles have been recommended to be replaced by the personnel in the City Repair Shops. It seems incomprehensible that any City department would have, or in the interest of safety should ask their employees to drive these vehicles

Due to their age and high mileage it is not economical to continue repairing them. We recommend immediate replacement.

COMMUNICATIONS:

We recommend the installation of a two-way radio system to be used exclusively by the Coroner's Department. This radio system

would permit direct conversation with the base station and would permit a more appropriate and better planned system of dispatching, in fact in many cases would help in reducing time delay on cases where the police are standing by. In addition this would give the Coroner a method of keeping track of their ambulances in the field. The total cost completely installed would be approximately $10.000.

GENERAL EQUIPMENT:

Most of the general equipment in this department appeared to be kept in excellent condition, however, we recommend strongly the purchase of a Polaroid X-Ray machine. This machine can be used by anyone without any special experience, it does not require an X-Ray technician or any special tanks or solutions to operate it.

The present procedure for locating bullets or any foreign matter in bodies, necessitates men and ambulances to transport the body to the San Francisco General Hospital X-Ray department. Patients there become very disturbed by this and especially by the odors that emanate from decomposing bodies. Indeed, the X-Ray technicians complain themselves that they should not be exposed to these very offensive elements. In the last few years gunshot deaths have increased three-fold and the Coroner's trip to the San Francisco General Hospital have increased accordingly. This is most time consuming to the personnel as they have to wrap the body, provide transportation both ways and wait their turn to have the X-Rays taken. This delay prevents them from getting to the scene of a death. This X-Ray work should be done on their own premises which would save considerable time and money. The total cost of this machine would be less than $2,000.

We further recommend that a small Instamatic type camera be procured for this department in order that they may take pictures of a body in the local area in which it is found and when foul play is not suspected. Presently, the driver and deputy coroner have to spend considerable time at the scene until the San Francisco Police Department Crime Lab can send a man out This would certainly save a lot of time.

FREEZERS:

This department utilizes two separate types of storage areas. One is a transient storage feezer room which is used for short terms up to a month. The long-term, or deep freezer room, which is also used for badly decomposed bodies, has to be kept at a much lower temperature. We noticed that a heat exchange coil should be installed around the door. This would equalize the temperature and eliminate the frost around the door internally, sweating and paint peeling externally. This is a very inexpensive item and should be installed as soon as practical. There are approximately 50 bodies stored in these freezer vaults during an average month.

CORONER'S OFFICE (continued)

We inspected an additional freezer room which is maintained for the storage of human organs and tissue. These samples are placed in glass jars, properly labeled with dates and names of the deceased. It is required that these items be retained up to the period of one year for testing and legal purposes In time they are disposed of and buried in a common grave in proper respect to the human body.

PERSONNEL:

This Committee of the Grand Jury finds it most disconcerting to find that approximately 50% of the drivers and deputy coroners have never taken a civil service examination but are in fact limited-tenure employees hired by Dr.Turkel. Dr. Turkel advises that he has been unable to obtain examinations for these people by the Civil Service Commission.

A driver and a deputy coroner work together as a team and it is acknowledged that the Deputy Coroner is the only one authorized to search the premises or the deceased. In the past several drivers and deputy coroners have been questioned as to their honesty and were indicted or released from duty. We have discovered that prior to acceptance of their application of employment the Coroner's department has never received any formal investigation of their past employment history, or whether or not any misdemeanor or felony charge has ever been placed against them.

We recommend that this be done and that Civil Service Examinations be given to all of the limited tenure people in this department.

We would also like to see that all the men in these positions be bonded immediately thereby protecting the City and County from any liability.

In reviewing the annual report of the Coroner's office we noticed a seemingly high cost of three (3) part-time autopsy physicians totalling $50,000 annually. This is also true of the part-time Toxicologist and Pathologist. However, in comparision with private industry and in checking with the California Medical Association book on relative value study we come up with a unit cost for an autopsy of 15 units. Each unit has a relative value of $5.00 $5.00 times 15 units equals $75.00 per autopsy. By multiplying the number of cases handled in the Coroner's office annually we come up with an average cost of $32.90 per autopsy or a saving to the City of $42.00 per case.

BURIALS:

Any war veteran who is indigent is entitled to veterans benefits for burial. These burials are arranged by the Coroner's department from a rotating list of mortuaries. The monies are recovered by billing the Veterans Administration.

CORONER'S OFFICE (continued)

Peace-time veterans (indigent) or a wife of a war-time veteran is entitled to a burial at county expense up to the sum of $200.00.

As stated before the undertaker is selected from a rotating list. We have inspected those lists and found them to be fair and just and that no one firm is receiving any special consideration or favor.

INDIGENTS:

These people receive county burials at a cost of $80.00 This work is performed by the College of Mortuary Science School of Embalmers. In every case where the City and County incurs any expense in burial we found that the Coroner's office had made application to Social Security, Veterans Administration, or any residue from personal estates for burial expenses which are returned to the General Fund.

At this time the Committee feels that it is in order to compliment Dr. Turkel for the excellent and personal interest that he has taken in his department and the job he had done throughout the years.

Joseph C. Tarantino

George C. Denend

David Morris, Chairman.

THE BOARD OF SUPERVISORS

Earlier in the year, a question as to the effectiveness of the Grand Jury was posed to the President of the Board of Supervisors. He responded that the Grand Jury was great in criminal matters, but he questioned its effectiveness in civil matters. If this is the general opinion of the Board of Supervisors, then we believe they should begin to recognize Grand Juries within the legal scope of their authority. We trust this year the Board will give the 1970 Grand Jury their report concerning the 1969 Grand Jury's recommendations within the time prescribed

FINANCE:

The property owners and taxpayers of San Francisco are greatly concerned with higher taxes and unnecessary spending. This was quite apparent in the recent election results. It was also noticeable that the voters were viewing the Board of Supervisors with a critical eye.

The Chairman of the Finance Committee states: "The taxpayer's plight is much more than ordinarily critical." Yet, we find it rather unusual that the Board of Supervisors still saw fit to add additional positions within their own offices.

We commend the Finance Committee for their awareness of the run-away tax rate. They saw fit to reduce a $606,409.00 budget to $583,525,343.00. Although this is a reduction of 22 million dollars to the San Francisco taxpayer it is still 80 million dollars higher than last year's budget.

We recommend that a study be made as to the feasibility of employing a Budget Analyst as a part of the Board of Supervisors' Department, or as an alternative proposal, employ an outside Financial Analyst prior to budget time each year.

POLICE AND THE SOARING CRIME RATE:

Our first recommendation is that each member of the Board of Supervisor take time, either from the Board of Supervisors or from their private business, to visit with members of the Police Department, so that they might witness actual police work. We feel that if the Finance Committee had made such a visit, they would have taken a more realistic approach to our City's problems and would not have refused the Police Force's request for five additional sergeants (Budget Page 172, Line 9), or police uniforms (Budget Page 180, Line 13). We consider police and fire uniforms just as important as Municipal Railway uniforms and others that the City is now

providing.

CHARTER AMENDMENT

We recommend an immediate Charter Amendment to Section 35.5.1, Police and 36.2, Fire relative to the elimination of the parity of wages between the two departments because each should be independent of the other.

BOARD OF EDUCATION

Since the recent election called for an elective Board as opposed to an appointive Board, we recommend that the provisions for such a Board be set up in such a way that members are elected at large and their terms be on a staggered basis. In the deliberations of the Board of Supervisors in this matter, we admonish the Board in their considerations, that the best interest of all our children be of paramount concern.

HEALTH SERVICE SYSTEM

The Chairman of the Finance Committee is an ex officio member of the Health Service System. This Supervisor did not deem it necessary to attend a meeting during the year. In order to obtain a financial statement in 1969, the Grand Jury had to request the Controller to prepare such a statement.

ALCATRAZ

The Grand Jury this year visited Alcatraz a few weeks prior to the arrival of the Indians. It was our conclusion that the Island could be of no practical value to San Francisco taxpayers for innumerable reasons. We recommend that the Board of Supervisors not concern themselves with the public purchase of Alcatraz, thus saving the taxpayers of our City the burden of additional millions.

THE ANNUAL REPORT OF THE BOARD OF SUPERVISORS, BY ROBERT DOLAN, CLERK

The Board of Supervisor's department budget for the next fiscal year is $592,121.00, an increase of $23,299.00. Also, a subsidiary of the Board of Supervisors, the Assessment Appeals Board, has an additional $97,381.00 budget.

We agree with Mr. Dolan's suggestion to the Board that they declare a definitive and effective security policy against professional agitators who continue to decide whether or not they will allow the Board of Supervisors to conduct meetings.

THE BOARD OF SUPERVISORS

We are pleased to see that Mr. Dolan has commented that a fuller consideration of Grand Jury recommendations by the Board of Supervisors be given within the time limit prescribed.

Our Committee compliments Mr. Dolan on his knowledge of City Government and his demonstrated ability in the management of the affairs of the Board of Supervisors.

Finally, we recommend that the Board of Supervisors concern themselves only with matters that are pertinent to the taxpayers of San Francisco and the general welfare of all its citizens.

Norbert Cronin

Mrs. Nancy B. Knickerbocker

Nicholas J. Klunis, Chairman

SAN FRANCISCO FIRE DEPARTMENT

The terrible disaster that struck the City of San Francisco over 63 years ago had a most lasting effect upon its citizens. Ever since, the City has demanded and received the best there is in fire protection. Bond issues have been passed to guarantee in part, at least, the new equipment and apparatus that is necessary to replace the old or obsolete pieces. The automotive shops of the City are also available to keep the stock rolling.

VISITS

First visitation was to the Fire Commissioners on March 11th. Succeeding visits were made with Fire Chief William F. Murray on at least four occasions, two visits with Deputy Chief Keith Calden, Assistant Donal Cummins of the Training College, Administrative Division, Earl Gage, Director of the Bureau of Community Relations, Central Fire Alarm (the nerve center of the entire department), the Airport, the High Pressure System, Twin Peaks Reservoir, Fireboat Phoenix, and a number of the Engine and Truck Companies.

The number of personnel was identical with that of 1967-68. The breakdown is as follows: Uniformed Force - 1756; Headquarters Office - 16 (which includes the three Commissioners and one Secretary); Bureau of Engineering and Water Supply - 38, for a total of 1,810. During the year three projects were put under construction with allotment costs of $952,900.00 provided in the 1964 Bond Issue. We are of the opinion that any reconstruction work should be thoroughly checked with the view of consolidating Engine and Truck Companies as has been done during the past several years. Perhaps the survey now in progress will develop this recommendation. Modern automotive equipment negates the need of many of the Fire Houses. Our visits satisfied us that on any alarm the equipment is moving in less than 45 seconds from the time the box is pulled.

The number of alarms in the fiscal year of 1968-69 has been the highest in the history of the department. It totaled 31,019, 12,956 of which were false alarms. An audit for 1969, January 1st through October 31st, reports 11,186 false alarms have been pulled.

The Bell type alarm and the aerosal alarm alerter as recommended by the last two Grand Juries have been installed and tested, but neither has proven an effective deterrent in lessening false alarms as the report adequately demonstrates.

The Communication Center since its inception on November 7, 1962, has come a long way in improving and dispatching men and equipment to fires and other emergencies. Updating of radio equipment by

technicians of the Department of Electricity has been a great help. Just to cite one example: To clear a False Alarm Box in 1963 took a minimum of ten minutes - today the time has been cut to less than four minutes. The saving of six to seven minutes is all-important when lives and property are at stake.

The Board of Supervisors discussed the plan of eliminating fire boxes and substituting a simple, city-wide phone number that could be called for all emergencies including police and fire. One member recalled that New York City used a specific number for around-the-clock needs. Perhaps the current survey being conducted by a Fire Protection Engineering Firm will come up with the answer.

COMMENDATIONS

There were 31 awards given during the year to firemen who took voluntary action in relation to saving human lives at adverse or great personal risk. We of the Grand Jury wish to add our congratulations to these outstanding Fire-Fighters. The excellent training these men receive at the Fire College or Training Division has influenced the splendid record shown year after year. This staff is continually seeking methods to improve the efficiency of the veterans as well as the recruit. Newly appointed probationary firemen are assigned to the division for a six week intensive training course, during this time approximately 50 subjects are covered. Home study is required and weekly examinations are held. At the conclusion of the course all new members are qualified drivers, tillermen, pump operators and are assigned to service. Prior to the expiration of the six month probationary period, each recruit returns to the College for a final examination before permanent appointment.

OPEN AND PROMOTIVE LISTS

It was called to our attention that the department was having a difficult time filling vacancies because of the nonexistence of a qualified list. Our investigation showed that this is true for the promotive examinations, the reason being that under the charter any of the participants has a "right of protest" on the questions in the written test. Consequently, until the protests are heard and discussed before the final decision, the examination comes to a standstill. Existing vacancies are filled by "limited tenure" appointment from the next lowest rank until such time as the list is adopted. In the open test for the Fire Department, there is no such problem. We reviewed the last three examinations that consist of four phases. All candidates must secure a passing grade to continue. The written test is the initial test; 55 to 60 per cent of the applicants are eliminated in this first stage. Following in order are the athletic, physical and finally the oral. A 20% average is eliminated in these tests. The names of the successful candidates are then posted as to

their order of standing on the list of eligibles.

Herewith is the breakdown of our findings:

Date of Written	No. of Applicants	List Adopted	Passed	Expiration Date	Number Appointed
07-17-65	965	12-15-65	202	02-07-67	125
01-21-67	621	07-17-67	179	10-08-68	155
12-07-68	1275	08-05-69	350	12-01-72	52(11-17)

The current list is down to and including number 65 on the list to secure 52 applicants. The last three lists have taken approximately one year and ten months to exhaust completely. This points out that the statement given wide publicity, that a waiting period of three to three and a half years for a new examination, is ridiculous.

We most emphatically oppose the suggestion to circumvent the Civil Service lists or declare a moratorium in order to achieve a racial balance. We do concur that more emphasis must be placed on interesting the minority groups to file and study for the job. More motivation is needed, they do not seem interested or attracted to or have the enthusiasm to make this type of work their goal.

The San Francisco Police Department by comparison shows a very marked increase in the last two graduating classes from the academy on September 4th and November 25, 1969. The tests are quite similar in content.

SURVEY

During the month of May, the three Fire Commissioners were so confident that a professional survey of the department would result in substantial savings that they pledged to the Board of Supervisors' Finance Committee that they, the Commissioners, would pick up the tab if it does not prove worthwhile. The fee for the enterprise was $13,500.00. The Finance Committee voted to give a do-pass recommendation to the full Board and also officially recorded the pledge made by the Board of Fire Commissioners.

We concur with the Commissioners (previously noted) that substantial savings could be realized by consolidations and alignment, which would release both manpower and equipment.

RECOMMENDATIONS

That the newly appointed members of the Grand Jury Fire Department Committee immediately secure and study the professional survey and attend the open meetings scheduled for January and February of 1970 relating to the survey and recommendations.

SAN FRANCISCO FIRE DEPARTMENT (Continued)

Meetings be scheduled with the Fire Commissioners and the Chief of the Department and his staff to study and develop the report in order to make a very comprehensive presentation to the Finance Committee of the Board of Supervisors.

Expend time investigating the tremendous increase in the number of false alarms and attempt to formulate a system or plan that will greatly reduce the manpower, time and expense that could be utilized elsewhere within the department.

IN CONCLUSION

We thank Chief William F. Murray and his staff for their wonderful co-operation during the year. The citizens are most fortunate to have an outstanding department with a chief who is recognized as a world-wide authority in fire prevention.

Arnold F. Devoto

Joseph M. Hannan

Frank J. Smith, Chairman

THE CHIEF ADMINISTRATIVE OFFICER

The Chief Administrative Officer is responsible for the administrative supervision and control of nine departments which employ the services of more than 6,150 persons and have operating annual budgets totaling more than $95,000,000.00. The Chief Administrative Officer also serves on 24 committees as chairman or ex officio member.

The existing structure of Mayor, Chief Administrative Officer, and Board of Supervisors as separate branches of Government provides an excellent check and balance system. The Chief Administrative Officer should remain independent and not become subservient to any other branch of government.

As suggested in other Grand Jury reports this year, the San Francisco County Hospital should not be operating without an Administrator. We hold the Chief Administrative Officer responsible for seeing that a nonmedical administrator is appointed immediately. We see no valid reason why there has been a time lapse of two years in the filling of this position.

We once again recommend that immediate action be taken to protect the life and welfare of the patients in the Laguna Honda Hospital by constructing a fence around the Hospital as proposed by the Grand Jury's Health Committee earlier in the year.

As a director of the Office of Economic Opportunity, we recommend that the CAO assume a more active role in order that the $200,000.00 of San Francisco's taxpayers' money be more fully protected.

The CAO's Real Estate Department handles all purchases and sales of real property for the City and County of San Francisco. Therefore, we believe it is not necessary that the Public Utilities Commission create a Property Management position. (Refer to Real Estate Department Report.)

Our committee is grateful to the CAO's office for the courtesies extended to us throughout the year and wish to compliment Mr. Mellon and his staff on the management of this city department.

Norbert Cronin

Mrs. Nancy B. Knickerbocker

Nicholas J. Klunis, Chairman

THE RECREATION AND PARK DEPARTMENT

This Department encompasses a vast area of land an improvements. It is large and complex, but staffed with conscientious employees. This Committee of the Grand Jury attended many Commission meetings, met with both the Acting General Manager and later with the new General Manager who took over in mid-April. We started early in the year with a respectful suggestion to the Recreation and Park Commissioners that the Golden Gate Park be open on Sundays to auto traffic in the areas of the De Young Museum, Japanese Tea Garden and the California Academy of Sciences. The Grand Jury felt that there was a waste of good parking space and that much of the public was deprived of viewing these facilities. We noted that on those Sundays in which Kezar Stadium was in use, all areas of the park were open to the parking of autos. This suggestion was placed in Commission Committee and, upon many occasions of inquiry, has remained in Committee since.

The Recreation and Park Commission is the overseer of the entire Department. Under the Commission is the General Manager and under him all other departments, including the Director of the San Francisco Maritime Museum. This Director is salaried by The City and, upon further investigation by members of the Grand Jury, certain doubts arose to cause this committee to recommend that the General Manager look into the functions of this museum. Much of the space of the Aquatic Park building at the Foot of Polk Street is used by the Museum and is rent free (estimated to be worth about $50,000.00 per year if rented by The City) and also the berthing of the Balclutha at Pier 43 is $100.00 per month to the San Francisco Port Authority, worth at least $1,000.00 per month plus percentage. The manager of the Balclutha has been in Europe since June '69 and the Director of the Museum in Europe since September. True, they are involved with a ship - a ship is being ferried from London to San Francisco and this ship has already been presented to the Museum. This Committee is happy to report that the $20,000.00 per year subsidy given to the San Francisco Maritime Museum by C.A.O.'s office will no longer be given in future years.

The Grand Jury commends the Department on the construction of seven and one-half miles of newly established bicycle trails, the summer recreation program, Senior Citizens and Tiny Tots, services to the handicapped, the maintenance of small parks, squares and particularly the Golden Gate Park and the many other divisions that are doing such a good job. We would also commend the San Francisco Zoological Gardens and concur with the charging of admission to this fine Zoo. The Strybing Arboretum and its Society is to be commended on a job well done.

Camp Mather is a beautiful site. Grand Jury Committee members of the Recreation and Park Committee should be invited to see this popular resort area. This Committee on its own, toured Mather and it is recommended that drinking fountains be added and scattered throughout the grounds. Also a Teenage Center should be set up separately from the existing combination Dining Hall and Recreation Center that is now used by all age groups.

The recently hired Public Relations Director for Candlestick Park should offer the stadium, as was Kezar for so many years, to the Shriners for the annual East-West game. This traditional affair should once again return to San Francisco. It was noted that the new director was not hired through Civil Service and that in addition, his salary of $24,000.00 per year has a $1,000.00 a month expense account attached to it.

The proposal for the formation of a Park Police Patrol with marked cars and two-way radios does not have the support of this Committee. The estimated annual cost of $200,000.00 is an amount of money that could well be spent elsewhere. The San Francisco Police Department along with its Mounted Patrol does a good job. If a better job is to be done, then the Police will answer the call.

It has been requested that a study in the estimated amount of $93,000.00 be made to advise the Department on ways of cutting cost in park maintenance with improved work methods and to suggest a comprehensive plan of action. The new General Manager was hired by the Commission after a Nationwide search for a man with the best qualifications for the job. The Committee feels that it is incumbent on the new manager to do the job without the spending of large sums of money to have other outsiders study the situation and come up with advice. The Grand Jury is against the request for study.

John J. Casey

John P. Cordoni

Eugene R. Erigero, Chairman

MAYOR

Our Committee is most thankful to Mayor Joseph L. Alioto for maintaining an open door policy throughout the year to all Grand Jury Committees. He has been gracious and most generous with his time even though his schedule is a demanding one.

We believe that the Mayor's leadership is aggressive, and that he is sincere in his attempts to solve the many problems that arise daily within our City.

We, as residents and taxpayers of San Francisco, are justifiable proud of our City as its beauty and character are highly regarded throughout the world. However, as residents, we are concerned for the safety of our citizens on the streets and, in many cases, within their own homes. As taxpayers, we are appalled at the continuous spiraling rate of tax increases.

PORT

We quote the Mayor's statement in the beginning of his term of office. "One of the great once-in-a-lifetime opportunities for San Francisco to direct her destiny, will be the transfer of the Port from State to City Control." This is now an accomplishment. We believe that the beginning financial problems will be ameliorated in the far-sighted programs that will bring about millions of dollars in returns to San Francisco. We note with encouragement, the attraction to our waterfront of the Rockefeller, Dillingham, Oceanic Properties, U. S. Steel, and Ford Companies, and are pleased that the first expansion agreement for 100 million dollars is already signed. This signing, and an estimated 3 million dollars in tax returns, should show 15¢ on a tax change.

DOWNTOWN AREA

Twenty five permits were issued for major buildings totalling more than 100 million dollars. Three of the firms that are now establishing downtown headquarters are Transamerica Corp., Pacific Insurance Co., and West Coast Life Insurance Co. Also, seven major first class hotels are being enlarged or built. We trust this will provide additional tax relief for San Francisco Home Owners.

ALCATRAZ

We agree with the Mayor that Alcatraz does lure the imagination and should score many proposals for its future. However, the Grand Jury believes it would not be a wise investment for the

MAYOR (Continued)

taxpayers of San Francisco.

BUDGET AND TAXES

In 1969, Mayor Alioto put into effect fiscal controls over what was to be the first full budget drawn up under his administration. He stated that it would be a radical departure from past practices. We quote from his message: "I believe this orderly analysis will enable almost all of our departments to cut their budgets by 5%. If they do not, I shall not hesitate to achieve this result by scientific and discriminating methods, if possible; by any method, if necessary."

We believe in the Mayor's sincerity and his good intentions. However, tax reductions and curtailment of inflation are almost impossible tasks for Governments, States, Cities, and above all the sincere Mayors. We are knowledgeable that the above quote merely licensed various City Departments to add an additional percentage to their individual budgets, and this was not the Mayor's aim. Although this year's budget was reduced from $606,409,789.00 to $583,525,343,00, it still remains 80 million dollars higher than last year's budget. Many of our Grand Jury Committees could very easily, as a result of their past year's investigations, show a 5% pad in each department's budget that still reflects in the 80 million dollar increase.

We recommend that the existing Business Tax be investigated to see if San Francisco is losing industry as a result of such a tax. Now that we have a year's experience with this tax program, we should check the cost of operating and policing this program to determine whether or not it is practical and should be continued.

BUDGET DIRECTOR

We recommend the establishment of a Director of Budget who would do nothing but investigate, throughout the year, various departmental problems with reference to their anticipated budget requests. This recommendation is no reflection on the capability of Mr. John Mootz, the Mayor's Budget Analyst. He could not possibly do all that is required to establish a realistic approach to any budget. He presently is under-staffed with the loss of assistants who have moved on to other positions in Civil Service.

We suggest that the Mayor consider the reorganization of his Budget Department or even consider bringing in an outside firm to assist in the analysis of City departmental budgets prior to their submission for consideration. We would recommend that the

MAYOR (Continued)

Board of Supervisors avail themselves of the services of this new director.

POLICE

We believe that we have a very fine Police Department. We recommend that the number of policemen on the force be brought up to standard proportions according to population, a practice that is followed in many cities in the United States.

We compliment the Mayor in his strong stand against disruptive groups and we feel assured that he will attempt to keep San Francisco free from any such organizations.

UNDESIRABLE ELEMENTS

Our City has more than its share of pornography, drugs, and establishments that are breeding grounds for crime and corruption. We submit to the Mayor for his consideration that he call upon all departments of the city to use all their authority in combatting these undesirable elements.

SOCIAL HEALTH

We compliment the Mayor for his strides in diminishing considerably, racial tensions. His deep concern for minorities and his accomplishments for their benefit are in keeping with the true cosmopolitan spirit that San Francisco is so famous for. We know that the Mayor is mindful of the many problems, both economic and educational, that are growing within the entire community. We trust that programs will be created that will consider all equally, regardless of race, color, or creed.

In conclusion, San Francisco is the greatest city in the world and its people can be proud of its prominence both nationally and internationally.

Norbert Cronin

Nancy B. Knickerbocker

Nicholas J. Klunis, Chairman

THE SAN FRANCISCO PUBLIC LIBRARY

The committee visited the libraries and talked to John F. Anderson, City Librarian, and Harold D. Martelle, his assistant. Ed Callanan, past president and a member of the Library Commission was also present.

The signing of a contract with Arthur D. Little Company to study public library services as they relate to the need of a new Main Library is a commendable step taken by the Library Commission. Financed by a $125,000 planning advance by the Department of Housing and Urban Development, the feasibility study will take a comprehensive look at library needs in San Francisco to the year 2000 and yet answer some immediate questions regarding size, location, and financing of a new Main Library. Of importance will be recommendations on the use of the present building, constructed in 1917 and long considered inadequate for the library program.

The Library completed its branch building program with the dedication of the Anna E. Waden Branch on July 12, 1969. Located on Third Street at Revere, it was a gift from the estate of a former City employee. Costing a total of $350,000, it has received much attention not only for its attractive design and furnishings, but for its community oriented program. A permanent expression of this involvement is seen in some fifty blocks of concrete on the sidewalks where school children competed to have their art, poetry, and vocal expression recorded.

The Library continues its drive to have more involvement with community groups and is experimenting in various neighborhoods with library use of paperback books and other media.

The printed catalogs resulting from the Library's new automated periodicals control system has gained nationwide attention as the first public library to install successfully such a system. With this success the Library is seeking to apply EDP (electronic data processing) to its ordering and cataloging of books, a complicated process that can benefit from EDP applications. We urge the City to provide funding for this operation which holds so much promise.

The Bay Area Reference Center is in its third year of experimental operation, entirely funded by federal money through the State Library. This reference service has benefited San Francisco as well as seven North Bay counties through the use of electronic transmission devices. It has served as a demonstration of the ability of the San Francisco Public Library to serve as a

regional headquarters for research information. The committee hopes that this project will continue and that the City will take steps necessary to insure that the Library will qualify for status as the regional center.

Recently, the Library Commission decided to reduce hours of service at the twenty-seven branch libraries. This step was taken with much reluctance in the face of the inability of the library staff to maintain standards of service. The Library has long sought major relief for its shortage of staff. San Francisco operates more branches and has significantly less personnel per capita than comparable cities.

It is evident that increased attention must be given to obtaining additional staff plus book and equipment funds if the Library is to provide the services needed in San Francisco. The library system has been under rehabilitation for the past ten years, but progress has been slowed during the past two years due to budget restrictions.

The Committee feels that the library program needs adequate support to reach first-rate status. As in previous reports, we urge that the City give more help to the library's personnel and budget needs.

Mrs. Marie A. Bruce

Frank J. Smith

Joseph M. Hannan, Chairman

ART COMMISSION

The Art Commission was instituted by a 1932 City Charter Provision and is made up of ten (10) members - three laymen, one artist-painter, one artist sculptor, one musician, one literateur, two architects and one landscape architect. The Commission members are dedicated citizens serving without compensation under Mr. Martin Snipper, Executive Secretary.

JURISDICTION

The Commission together with the Chairman of the Boards or Commissions of the Public Library, Recreation and Park, City Planning, de Young Museum, and the Legion of Honor have the right to approve or disapprove the architectural design of any city structure and the design of private structures emerging on city property, but only as far as esthetic design is concerned.

The Jury commends President Harold Zellerbach and his Commissioners who give of their time and efforts in the beautification and advancement of the cultural life of the City of San Francisco.

David Morris

Mrs. Marie A. Bruce

John J. Casey, Chairman

WAR MEMORIAL - VETERANS BUILDING

The 1969 Grand Jury Committee visited the War Memorial and talked with Mr. Joseph Allen, Managing Director.

Good progress is being made on the reconstruction and improvement of the Opera House, but the 2700 seat Concert Hall to be built on the property west of Franklin Street has not, as yet, been started. This proposed project is in the Redevelopment Area and work should be expedited.

It is recommended that the Veterans Building Auditorium be renovated, painted, and brought up-to-date as, at the present time, it is in a run-down condition.

Mrs. Marie A. Bruce

Frank J. Smith

Joseph M. Hannan, Chairman

SAN FRANCISCO PUBLIC SCHOOL SYSTEM

During the past year, the Education Committee of the Grand Jury has visited many schools, talked with Dr. Robert Jenkins, Superintendent of Schools, and several members of the Board of Education. We made contact with as many principals, deans, teachers and counselors as possible. All seem dedicated to their profession and aware of the new and vital problems facing our schools in the upset urban situation which confronts us today. All seem anxious to improve the quality of education but confess, and indeed stress, that the problem of discipline eroded by the narcotics situation is requiring unwarranted time and effort which might better be spent improving the academic standards.

The operating budget of the San Francisco School District for this year has increased $18,436,000 over the same period of 1968-69. This increase is partially due to the hiring of 300 teachers per year as part of the three-year program for an additional 900 new teachers.

The addition of 81 prefabricated classrooms has also added to the cost. There are 41 of these classrooms in use, with the balance being ready for use by the end of 1969. The rental on these classrooms is $2,500 per month. This, however, is less expensive than new buildings and it is to be hoped that the delays and disputes which have made the installation of these classrooms difficult will be ended quickly.

The cost of educating a student per year has risen $221.70 in the period of the last five years, with the biggest increase being in the year 1967-68 of $73.59. The average annual cost to educate a student is $725.44.

STUDENT FUNDS

The Board of Education reviews the final reports of all student funds in July of each year. These reports are filed at the conclusion of the school year, and the accountants for the Board of Education discuss them with the officer-in-charge of these funds in each school. They have found all to be in order, with the exception of one school, at which proper action will be taken at the conclusion of their findings.

We feel that with the increased operational cost each year, thereby increasing local taxes, it will make it most difficult to convince the voters to be receptive to the next sorely needed bond issue. We, therefore, recommend a realistic review of budget priorities which might eliminate some outdated program to make way for new.

We also suggest consideration of clerical help in some cases instead of professional.

At present, the Board of Education remains appointive with seven members serving five year terms. However, on November 4th of this year, the public has evidenced a desire for an elective board.

We recommend that the Board of Supervisors, who must implement this decision, make every possible effort to permit a minimum of political influence to infiltrate whatever plan is adopted. We feel that there is great danger in this area and urge that public meetings be held for discussion of this matter and the most careful planning be done to prevent what could be a catastrophe for our school system.

QUALITY EDUCATION

The present board is committed to a plan for quality-equality education which would establish new school complexes for the Fall term of 1970. To achieve successful implementation of this plan, the Grand Jury recommends the use of every possible means, such as public meetings and media, to acquaint the community with the new system. The Grand Jury fully realizes the importance of social and racial adjustments and the serious need for them and urges that advances be made in these areas. We also recommend strongly that the goals of excellence in education be stressed. We are upset at the evidence of a lack of quality education shown in the scores of the reading and achievement tests.

We have been impressed by the many innovative attempts being made to meet special problems arising as a result of today's social ills. One of these attempts - the bi-lingual education program - is being very well handled. We urge that it be expanded and that the end goal be one where each child can communicate and be productive in an English-speaking community without loss of pride in his own inheritance. We also recommend expansion of the reading clinics, parent teacher-pupil communication program.

BASIC SKILLS

The Committee visited such schools as Samuel Gompers, Opportunity High and others where new programs are being tried. We feel that a sincere effort is being made to cope with the serious problems arising as a result of the cultural crisis of today but again, we urge that mastering basic skills be the primary goal. In the case of Opportunity High School, we recommend that its trial period be continued but that a careful look be taken at what it is accomplishing to make productive citizens. Discipline should be exercised by the principal over the faculty both forcefully and skillfully.

As we stated in our opening paragraph, the problem of discipline in the school is making academic advancement difficult. We

also recognize the fact that the narcotic situation is making the entire situation far more serious and unmanageable than in the past. As of October 1969, 638 juveniles had been arrested in San Francisco on narcotic charges - an increase of 69% over 1968. It is expected that another 120 will be arrested this year.

The Grand Jury recommended, in the Spring, that a special Health & Narcotics Officer be appointed. This was done. A meeting was arranged by the Grand Jury between Dr. Jenkins and Lt. Currie, Chief of the Narcotics Bureau of the San Francisco Police Department.

The Board of Education, Police Department and Health Department are working together on this problem. Their plans for teacher and student education are thoughtful and constructive. We recommend that this program be made mandatory in all schools, not to be at the discretion of the principal. We also respectfully suggest that parochial and private schools be encouraged to develop similar programs (see Narcotics Report). We cannot emphasize too strongly the need for immediate and unending attention to this drug problem.

UNAUTHORIZED PERSONS

There are, of course, other facts to discipline. The District has issued a very good handbook on the subject and we urge that it be carefully followed. We recommend particularly, that principals and deans be given the priority to expedite their jobs. We also recommend that all possible means be used to keep unauthorized persons away from the schools.

There are ample laws on the books to prevent unauthorized personnel on the campuses at schools, allowing for expulsion and suspension. We urge the local administrators to avail themselves of these laws when necessary and certainly to become acquainted with them.

COUNSELLING AND ADVISORS

We feel that counseling is an increasingly important job and recommend that the counseling staff in the Department of Education be expanded and that great care be taken in choosing people who will take a realistic and practical approach to their jobs. We also urge that principals be given some say in the choice of their counselors in the schools and that steps be taken to initiate an "in-service training course" which would assist qualified advisors to obtain their Counseling Certificate while on the job.

STUDENT APPRAISAL

We also recommend that counselors make a serious effort to identify the student's actual ability early in his school career and direct him toward practical courses which will lead to college or

prepare him for the working world upon High School Graduation.

TEACHER EVALUATION

For the benefit of better administration, we recommend a clear-cut program be initiated for teacher evaluation.

ADULT EDUCATION

In accordance with the recommendations of the 1968 Grand Jury, we again recommend that the Adult Education Program be carefully reviewed by the Board of Education and that thought be given to charging, on a cost basis, for all but communication skill courses and citizenship classes.

SEX EDUCATION

We recommend that sex education be started at the Junior High level. We also feel that, at this time, there are difficulties in obtaining qualified teachers for this subject to teach the lower grades in a manner which is acceptable to all.

REPORT CARDS

We recommend that the computer system of reporting grades to parents be dropped and that teacher-parent relationship be restored. The report cards are so long in getting to parents that it is difficult for them to assess what the students are doing and help to correct a given situation. We recommend that June report cards be issued in time for parents to make inquiries before teachers are gone for the summer.

ORGANIZING GROUPS

We recommend that the two teacher organizing groups earnestly endeavor to settle their differences and consider the welfare and progress of the students.

John J. Enright

Nicholas J. Klunis

Mrs. Nancy B. Knickerbocker,
Chairman

SOCIAL SERVICES DEPARTMENT

If the budget of the Department of Social Services of the City and County of San Francisco was viewed only in its relationship to the budget of the City and County of San Francisco itself, its hugeness would be immediately clear; that is, approximately 20% or nearing $100,000,000 to the $500,000,000 of the City proper. Of this amount, approximately 75% comes from Federal and State subsidies (still paid for, however, by the taxpayers) and 25% from the City itself.

Obviously, the budget of the Department of Social Services has continued to grow at a galloping clip. Whereas there are 1,210 permanent positions and a total budget of approximately $80,000,000 for the year 1968-1969, the proposal made by the Department of Social Services for the year 1969-1970 was based on 1,730 permanent positions and a budget of $108,000,000. The final number of positions approved was 1,293 with a budget of over $88,000,000.

This Grand Jury feels that the Department should look upon positions and money more realistically and that the resulting budget request should not be made with an eye to a gainful compromise. As Grand Juries have in the past, we certainly recommend housing this sprawling department under one roof.

It is regrettable that the entire operation is not centralized physically and we certainly recommend that the desired location in the Otis - Mission Street areas be realized immediately. Parenthetically, the Grand Jury deplores the need for the creation of a non-profit corporation namely, the Social Service Corporation, to raise the money for this building, recognizing it to be an obvious subterfuge. Failing this, certainly, the present structures should be improved. In addition the Grand Jury recommends improvement in the cleanliness of these buildings.

The third recommendation, in order, of the Grand Jury is that the work of the Civil Service Commission be geared to the needs of the Department of Social Services. The Grand Jury learns that the management of the Department of Social Services feels that limited tenure is the "bane of our existence," that examinations - both regular and promotional - are, in some instances, years overdue, that according to one member of the Commission, Civil Service is "not concerned enough with out staff and our conditions." It is staggering to realize that factually, the yearly turnover of personnel in the Social Services Department is 33-1/3%. Efforts should be made promptly to reduce this percentage.

The Grand Jury encourages the proposed transfer of

dependent and neglected children from the Youth Guidance Center to private agencies. We recognize that the Department of Social Services will need to employ approximately 90 people where 21 are now employed and that the cost of sheltering these children will be approximately 28% greater. Whereas the salary cost will not be the same, the net result will be approximately the same because 75% of this cost will then be funded by the Federal and State governments. Although, as noted, this will still be taxpayers money, the human results from financing this project should be well worth it. The Grand Jury feels that contracting with the private agencies is a better solution to this problem than the building of still another building to house these children.

This Committee has investigaged complaints that have been presented to the effect that the adoption procedures of the Social Service Department were not in keeping with good practices and that they were lacking in humane, social, financial and religious considerations. It is our findings as a Committee that the adoptions were in accord with the approved rules and regulations guiding this agency in matters concerning adoption of children.

If budgets cuts are to be made, the Grand Jury does recommend these cuts in the operational procedures of the Department itself, the budget of the senior citizens and children should be cut last.

Criticism is made of the condition of the 40 cars provided by the City for the use of this Department. They should be kept in better repair.

It is incumbent upon the Grand Jury to single out for thanks Mrs. John H. Douglas, Commissioner, for her vigorous activities on the Commission and for her presence at every meeting with the Committee of the Grand Jury.

Norbert Cronin

Mrs. Nancy B. Knickerbocker

Mrs. Marie A. Bruce, Chairman

RETIREMENT BOARD

The San Francisco City and County Employees Retirement Fund was created in 1922. At the present time, there are approximately 25,000 employees covered and $1,250,000 a month is being paid to 6,800 retirees.

There is over $430,000,000 in the fund, with a cash monthly flow of $2,000,000.

The contribution by the employee is between 5% and 6%, which represents approximately $12,000,000 a year and the contribution by the City is 12%, which represents $24,000,000 annually. Originally, these amounts were matched equally, but the benefits have been liberalized in the meantime and since these new benefits have never been funded before, the contribution by the City had to be increased. The average yield is 4-1/2%. The Retirement Board is now investing in common stocks. Their new bond investments are yielding 8-8 1/4%.

The increase of $11,000,000 in the fund in 1969 (55¢ of the tax rate) is the obligation of the City.

The rule under which the Retirement Board operates, as far as investment is concerned, is that it is permitted to "invest in anything that is legal for an insurance company in California." The only profit to the City employees is the interest gained which thereby decreases their contributions. Regardless of results, the City is obligated to pay the retirement amount agreed upon, no matter the condition of the Retirement Fund. There is a 2% escalation clause for retirement for the annual cost of living.

The 1967 Grand Jury report recommended an Assistant Investment Counselor because the fund was growing so rapidly and, at this writing, the General Manager of the Retirement Board, Dan Mattrocce, reports that "during the past 42 months, the Retirement System has been without a permanent Chief of Investments for approximately 30 months and without an Assistant Chief of Investments for approximately 13 months." During the months between October 1968 and February 1969, the $7,500,000 cash flow was not even invested.

The primary blame for this unbelievable situation is the failure of the Civil Service Commission to produce an acceptable candidate.

In addition, a completed C.P.A. audit of the Retirement

RETIREMENT BOARD (Continued)

Fund has not been made for two years.

The Retirement System is "18 months behind in its work" and this condition has existed for the past 4 years. Should an employee retire or die, the work involved must be done manually and not electronically in order to get it done immediately.

City employees have not received a statement of their individual positions in the Retirement Fund for 2 years.

Too many of the problems affecting the Retirement System are blamed on the failure of the Electronic Data Processing operation to function efficiently. The General Manager wrote a letter to the Mayor on July 3, 1969 expressing great concern and it would appear, at this time, that no relief is in sight.

Criticism has been leveled from many quarters at the "soft" policy of the Board in the handling of disability cases before them. The Grand Jury believes that with the new composition of the Board at this time, a more realistic attitude will be developed.

During the year 1969, the Grand Jury noted an unnecessary and harmful discord between the Board and the staff. The Grand Jury is happy to report that it has been notified that this discord has been eliminated.

There are 57 employees working in the Retirement System and there are 7 members of the Commission -- 3 appointed by the Mayor, 3 appointed by the City employee groups and 1 appointed "ex officio" by the Board of Supervisors, namely, its President. The Grand Jury recommends that the Mayor appoint only one member to the Retirement Board and that the Board of Supervisors appoints 3.

The 1968 Committee of the Grand Jury recommended to the 1969 Committee that a review of the Physical Therapy Contract be made. This Committee recommends that the present closed panel be abolished and that the choice of a Physical Therapist be free.

It is certainly recommended that the faults reported be corrected immediately and that this huge fund be protected jealously.

John P. Cordoni

Joseph C. Tarantino

Norbert Cronin, Chairman

ELECTRONIC DATA PROCESSING DEPARTMENT

William H. Millard heads this department. The Committee has visited Mr. Millard's Department on several occasions during 1969. Important to mention also were visits to the Departments of the Controller and Assessor whose departments demonstrate utilization of the services of the E.D.P. Department.

The Committee viewed concrete evidence of utilization of Data Processing. Unfortunately we were unable to evaluate the economics involved. An in-depth study is required to determine utilization, priority and economics.

We are aware of criticism of the E.D.P. system by certain departments and by representatives of the San Francisco City and County employees. Mr. John Jeffery, Executive Secretary of Local 400 (S.E.I.U.) AFL-CIO, wrote Mr. N. B. Cooper, Controller, June 12, 1969 relating several areas of dissatisfaction. The dissatisfaction involves:

1. The 26 Pay Day Program which the machine operation has failed to put into effect.

2. The notices of license renewals of plumbers and electricians by the Central Permit Bureau - which should have been out and mailed by the end of June and have never been prepared by the machine.

3. The delay in machine compilation of employees and city retirement contributions which should be current as of June 1969 and will not be available for several months.

4. The accurate and proper deductions for retired persons in the Health Service System.

5. Criticism of the expenditures of the E.D.P. system in comparison to accomplishment.

It has been brought to our attention, further, that the E.D.P. processes used in part by the Tax Collector's Office is contingent upon the amount of attention that can be given by the E.D.P. Staff to the Tax Office matters, (Tax Collector Annual Report 1967 - 1968). No progress in development of a workable E.D.P. process is indicated after a lapse of two years.

ELECTRONIC DATA PROCESSING (Continued)

In order to relate progress since the E.D.P. program schedule was reported in the 1967 Grand Jury Report, we have attached an updated schedule of October, 1969 and included it as part of this report.

Analysis of Attachment "A" discloses:

I PAYROLL - RETIREMENT - HEALTH SERVICE - CIVIL SERVICE INTEGRATED PERSONNEL SERVICES SYSTEM (I.P.S.S.)

The team of System Analysts and Programmers from the Federal System Division, I.B.M. Corporation working with personnel of the City and County E.D.P. staff have completed the System Design and are ready for implementation.

Data Files are a significant part of the total I.P.S.S. system and intensive effort is being made to complete the development of these files. Concurrently Civil Service aspects of the processing of new entries to these files are already in operation. The Retired payrolls were to be converted and the Health Service System was to be converted by November 1, 1969. Neither project has been completed. Major efforts were underway to test the operation of the entire system prior to a City wide system test starting November 1, 1969. Concurrently, Departmental procedures are being revised anticipating the implementation date of January 1, 1970.

II TAX COLLECTOR:

Design and implement Business Tax Collection System.
Completed

Continued system development.
On-going

Tele-processing tax collection system.
Funds Provided for System study and implementation this fiscal year.

Unsecured - Business processed through Tele-processing.
Funds provided for System study and implementation this fiscal year.

Controller tax collection system delinquent roll on Tele-processing.
To be implemented this fiscal year.

ELECTRONIC DATA PROCESSING (Continued)

It is assumed that the Department Heads of County Government are advised in detail of E.D.P. progress, if they are not, they should be

RECOMMENDATION:

In order for the E.D.P. Program to be fully effective, interdepartmental cooperation and support is vital. E.D.P. is comprised of people, computers and machines which must work supportively. Without support, Data Processing goals will not be achieved.

We believe the Department Heads and the E.D.P. Force should review projects and establish a priority system that is acceptable to the departments and within reasonable cost objectives. Further, that personnel affected by E.D.P. changes should be apprised of these changes and made aware of its goals and objectives. Lastly, we believe an independent survey team should investigate and assess the effectiveness of the present E.D.P. Programs. They should also determine their adequacy and quality. The computer output should be examined as to quality and speed of issuance. The entire E.D.P. Program bears investigation to determine its effectiveness and cost to the City and County of San Francisco.

Charles G. Landresse

I. P. Sicotte, Jr.

George C. Denend

SOCIAL SERVICE DEPARTMENT Attachment "A"

3rd Qtr. 1967

PROPOSED TASK Visual Display Terminal Inquiry - Initial terminal installation at Central Index (585 Bush Street) with four terminals having inquiry access to existing E.D.P. information

CURRENT STATUS Visual display terminal inquiries are available at all the Welfare Buildings, case history and medical informations are available for current and discontinued cases excepting general assistance cases.

PROPOSED TASK Complete Processing System Design.

CURRENT STATUS Completed.

4TH QTR. 1967

PROPOSED TASK Visual Display Terminal Update (parallel)-Additional terminals placed at 585 Bush Street Office at Tabulating Keypunch Section for parallel updating.

CURRENT STATUS Terminal update is in the testing stages, all existing retrieval programs are being revised to meet the new mask and file requirements.

PROPOSED TASK Central Terminal Updating - Discontinue keypunching and maintain information from Tabulating Section Terminal.

CURRENT STATUS Terminal update is in the testing stages, all existing retrieval programs are being revised to meet the new mask and file requirements.

PROPOSED TASK Concurrent with terminal installation program information processing system

CURRENT STATUS Terminal update is in the testing stages, all existing retrieval programs are being revised to meet the new mask and file requirements.

1ST Qtr 1968

PROPOSED TASK Decentralized terminal installation at other Social Services Offices.

PROPOSED TASK 16 Terminals at 150 Otis Street Office
16 Terminals at 965 Mission Street Office
8 Terminals at 1680 Mission Street Office
16 Terminals at 1360 Mission Street Office.

SOCIAL SERVICE DEPARTMENT (continued)

CURRENT STATUS Terminal installations at Social Services Offices

8 Terminals at 150 Otis Street
9 Terminal-Printers at 965 Mission Street
24 Terminals at 965 Mission Street
6 Terminals at 1680 Mission Street
8 Terminals at 1360 Mission Street.

PROPOSED TASK Terminal inquiry from all Social Service Offices.

CURRENT STATUS Training classes were given to the Social Service Staff on useage of terminal inquiries in the months of August and September 1969.

PROPOSED TASK Pilot test of inquiry and update by one Social Service Unit.

CURRENT STATUS Pilot test by one Social Service Unit is being delayed pending TP update programs.

PROPOSED TASK Start implementation of processing systems for final conversion from 1410 Computer System

CURRENT STATUS Conversion from 1410 system to 360 is going into the final stages.

2nd Qtr.1968

PROPOSED TASK Decentralized terminal update by each Social Service Unit.

CURRENT STATUS Terminal update is delayed pending TP update programs

PROPOSED TASK Complete conversion of 1410 and tabulating processing systems.

1. Recipient payroll
2. Renewal control
3. Food Certificate production
4. State reporting

CURRENT STATUS Complete conversion of 1410 and tabulating processing system.

CURRENT STATUS
1. Recipient payroll is in final testing stages
2. Renewal control is completed
3. Food Certificate production is in testing stages
4. State Reporting in final testing stages.

SOCIAL SERVICE DEPARTMENT (CONTINUED)

PROPOSED TASK — Add new processing function to system

1. Statistical reporting
2. Face sheet system
3. Foster home payroll
4. Caseload inventory
5. General assistance payroll.

CURRENT STATUS

1. Statistical reporting, initial coding completed in testing
2. Face sheet system pending terminal update.
3. Foster home payroll, initial survey and proposals completed pending terminal update programs.
4. Caseload inventory completed with renewal program
5. General assistance payroll, initial survey completed.

PROPOSED TASK — Add 24 terminals to system for increased processing load.

CURRENT STATUS — Currently there are 54 terminals and 9 terminal printers available for retrieval inquiries.

3rd QTR. 1968

PROPOSED TASK — Add additional processing functions to system

CURRENT STATUS — Preliminary inquiries were made on automatic case budgeting for OAS and AFDC Programs.

PROPOSED TASK — Add case management process to system

CURRENT STATUS — Deferred.

ASSESSOR - PROPERTY INFORMATION SYSTEM

4th Qtr. 1967

PROPOSED TASK

1. Create mailing address file.
2. Update the mailing address file through Tele-processing terminal
3. Prepare unsecured field book.

CURRENT STATUS — 1. through 3 completed.

1st Qtr. 1968

PROPOSED TASK

1. Build cross-reference files - Volume block lot. Situs address, Situs - Volume block lot.
2. Create - ownership file, secured master file.
3. Update valuation statistics through Tele-processing Terminals.
4. Prepare unsecured registers.

ASSESSOR - PROPERTY INFORMATION SYSTEM (continued)

CURRENT STATUS:
1. Deferred
2. Completed
3. To be implemented this fiscal year
4. Completed.

2nd Qtr. 1968

PROPOSED TASK
1. Build cross-reference files: To take place at ALPHA Index Register through terminal

   Volume block lot - Owner
   Owner - Property

2. Prepare secured and unsecured rolls tax bills.

CURRENT STATUS
1. Completed - under revision due to changes to ownership file
2. Completed.

3rd Qtr. 1968

PROPOSED TASK
L. Complete Tele-processing network for Assessor
2. Prepare delinquent roll and block book and register.

CURRENT STATUS:

1. Completed
2. Completed.

4th Qtr 1968

PROPOSED TASK
1. Tele-processing tax collection system
2. Unsecured - Business processed through Tele-processing.

CURRENT STATUS

Funds provided for system study and implementation this fiscal year.

1st Qtr. 1969

PROPOSED TASK
1. Controller tax collection system delinquent roll on Tele-processing.

CURRENT STATUS

To be implemented this fiscal year.

2nd Qtr. 1969

PROPOSED TASK
1. City Planning and Public Works sharing the property file.

CURRENT STATUS.

Yes, have utilized property information file for land use, realty index.

Attachment "A"

ASSESSOR - PROPERTY INFORMATION SYSTEM (continued)

3rd Qtr 1969

PROPOSED TASK. 1. Fire Department, Department of Public Health, Weights and Measures, Inspection and Investigation schedule will share Property File.

CURRENT STATUS Fire Department is investigation availability of funds from Federal or State grants.

4th Qtr. 1969

PROPOSED TASK 1. Completing integrated property information system for the City and County of San Francisco

CURRENT STATUS Not completed.

ATTACHMENT A (Continued)

MUNICIPAL COURT

CURRENTLY OPERATIONAL

Traffic Citation Processing on IBM 360/20. Includes producing notices, warrants, warrant abstracts and warrant information for Police Information Network (PIN).

CURRENTLY BEING DEVELOPED

Traffic Citation Processing will be streamlined now that it is accomplished by computer.

FUTURE (Next 2 to 3 Years)

Traffic Citation Processing should be expanded to use display terminals with decentralized access to main citation file.

CURRENTLY OPERATIONAL

PIN Processing is started by placing warrant information to magnetic tape on the 360/20. The tapes are then processed on the more powerful Model 360/50 computer which codes and formats for transmittal to the Pin Computer Center.

CURRENTLY BEING DEVELOPED

Pin information will be expanded to include personal identifiers.

FUTURE (Next 2 to 3 Years)

Court Calendaring of both civil and criminal actions should be computerized and coordinated with Superior Court.

CURRENTLY OPERATIONAL

Jury Selection is being done by Computer using the same system as Superior Court.

Civil Indexing has been converted to computer processing.

POLICE DEPARTMENT

CURRENTLY OPERATIONAL

Incident and Arrest Phase 1 includes terminal access to basic statistical information concerning incidents and arrests.

ATTACHMENT A (Continued)

POLICE DEPARTMENT (Continued)

CURRENTLY BEING DEVELOPED

Incident and Arrest Phase 2 features name index, vehicle index and geographic coding with terminal access to individual and statistical information. Additional terminals will be added to the system with some direct updating from the terminals.

CURRENTLY OPERATIONAL

Statistics and Data Analysis monthly state and department statistical reports are computer produced. Annual FBI Report and special requests.

CURRENTLY BEING DEVELOPED

Remote Computer at Hall of Justice will produce reports from the City Hall Computer over telephone lines upon request from statistical section.

FUTURE

SUMMARY I.D. AND RAP SYSTEM. MISSING PERSON FILE. WANTED HOLD FILE.

CURRENTLY OPERATIONAL

PIN Police Information Network includes five terminals at the Police Department with access to a regional warrant computer file.

CURRENTLY BEING DEVELOPED

CLETS California Law Enforcement terminal system will have direct access to Highway Patrol computer files and Department of Motor Vehicles. Terminals will be located in several sections of the Department including Communications, Research and Planning, etc.

FUTURE

FIELD INTERVIEW. MONIKER FILE. CASE SUMMARY. TOWED STOLEN VEHICLES.

SUPERIOR COURT

CURRENTLY OPERATIONAL

Jury Selection System is the basis for Municipal Court and Coroner Selection System.

ATTACHMENT A (Continued)

SUPERIOR COURT (Continued)

CURRENTLY BEING DEVELOPED

Court Calendar System will feature optical scanning of source documents, automatic calendars for the court with special reports and calendars for the District Attorney's Office and Public Defender with automatic disposition feedback to Police Arrest File.

FUTURE

Remote Terminal Court Computer Processing System with calendaring schedule, cross-indexing and remote terminal data entry.

CORONER

CURRENTLY OPERATIONAL

Jury Selection System using the Superior Court computer programs.

FUTURE

Statistical Reporting to aid in office processing and state reporting.

PUBLIC HEALTH

CURRENTLY OPERATIONAL

Bed Census is operational and will provide the information for in-patient billing.

FUTURE

Hospital Information System to aid in management decisions, will be developed using the information generated by the previously developed system.

CURRENTLY OPERATIONAL

Admission System is partially implemented. Patient identification and number assignment is functioning.

CURRENTLY BEING DEVELOPED

Admission System will continue to be implemented in logical stages including outpatient clinics with automatic typing of admission forms.

ATTACHMENT A (Continued)

PUBLIC HEALTH (Continued)

CURRENTLY OPERATIONAL

Outpatient Billing is functioning under a system of remote batch entry via terminal to a service corporation computer. This is a contracted service at this time.

CURRENTLY BEING DEVELOPED

Outpatient Billing will be reviewed with eye to converting to the city computer.

FUTURE

Total Billing System will combine outpatient billing combined with accounts receivable and detail billing.

CURRENTLY OPERATIONAL

Inpatient Billing is partially computer and part manual using the data from the bed census system.

CURRENTLY BEING DEVELOPED

In-patient billing will be more fully implemented eliminating a larger portion of the manual part of the system.

Clinical Laboratory an IBM 1800 computer will be installed in January 1970. Automatic procedures will then be implemented in logical sequence.

CURRENTLY BEING DEVELOPED

Statistical Basis Accounting System is being designed under contract by a consulting firm, that portion defined as computer automation will be programmed and added to the City's computer.

FUTURE

Detail Accounting System will in effect provide sound cost center analysis and give sound pricing information for billing.

PUBLIC LIBRARY

CURRENTLY OPERATIONAL

SERIAL PUBLICATION SYSTEM

ATTACHMENT A (Continued)

ACCOUNTING INFORMATION
BUDGET, FINANCE AND ACCOUNTING

BUDGET

2nd Qtr. 1968

PROPOSED TASK -
1. Review and evaluation of existing budget system.
2. Begin System design and specifications.

CURRENT STATUS-
1. Completed
2. Completed

3rd Qtr. 1968

PROPOSED TASK -
1. Complete system design and specifications.
2. Plan conversion with pilot project and debug.

CURRENT STATUS-
1. Completed
2. Completed

4th Qtr. 1968

PROPOSED TASK -
1. Create departmental worksheet and establish linkage to budget statistics.
2. Complete experience pick-up.

CURRENT STATUS- Worksheet completed, linkage not completed. Dependent on linkage phase completion.

1st Qtr. 1969

PROPOSED TASK -
1. Complete departmental requests.
2. Begin Mayor's and Board of Supervisors' allowances.

CURRENT STATUS-
1. Completed
2. Completed

2nd Qtr. 1969

PROPOSED TASK -
1. Complete Mayor's and Board of Supervisors' allowances.

CURRENT STATUS-
1. Completed

DISBURSEMENTS

4th Qtr. 1967

PROPOSED TASK -
1. Conversion of files on 1410 computer
2. Installation of 2260 T.P. terminals and 1053

ATTACHMENT A (Continued)

DISBURSEMENTS (Continued)

PROPOSED TASK - printer terminal in Controller's General Office.

3. Orientation and instruction of terminal use by simulating terminal updating and debugging.

CURRENT STATUS-
1. Completed
2. Completed
3. Completed

1st Qtr. 1968

PROPOSED TASK -
1. Add encumbrances, payment files and create warrant outstanding file.

CURRENT STATUS-
1. System held in abeyance due to lack of disk space.

2nd Qtr. 1968

PROPOSED TASK -
1. Create linkage to budget statistics and expense outlay. (General Ledger)
2. Full installation and use of the system by Controller.
3. Begin development and installation of department terminals.

CURRENT STATUS-
1. Deferred
2. Partial
3. Completed

3rd Qtr. 1968

PROPOSED TASK -
1. Continue development and installation of department terminals.
2. Begin outstanding warrants reconciliation.

CURRENT STATUS-
1. Continuous
2. Priority shifted

4th Qtr. 1968

PROPOSED TASK -
1. Continue development and installation of department terminals.
2. Finish outstanding warrants reconciliation.
3. Establish repayments and refunds.

ATTACHMENT A (Continued)

DISBURSEMENTS (Continued)

CURRENT STATUS- 1. Partially implemented
2. Priority Shifted
3. Priority Shifted

RECEIPTS - REVENUES

4th Qtr. 1967

PROPOSED TASK - 1. Development of revenue.
2. Begin System design and specifications.

CURRENT STATUS- Partial - General ledger identification available.

1st Qtr. 1968

PROPOSED TASK - 1. Complete system design and specifications.
2. Begin pilot project and debugging.

CURRENT STATUS- 1. Deferred
2. Deferred

2nd Qtr. 1968

PROPOSED TASK - 1. Development of interface with budget system
2. Development of interface with general ledger.

CURRENT STATUS- 1. Deferred
2. Deferred

3rd Qtr. 1968

PROPOSED TASK - 1. Continue work of 2nd quarter

CURRENT STATUS- 1. Deferred

4th Qtr. 1968

PROPOSED TASK - 1. Complete development of interface with both the budget and general ledger.
2. Complete revenue reports.
3. Review and evaluation of revenue system.

CURRENT STATUS- 1 through 3 Deferred

ATTACHMENT A (Continued)

PAYROLL - RETIREMENT - HEALTH SERVICES - CIVIL SERVICE

INTEGRATED PERSONNEL SERVICES SYSTEM (I.P.S.S.)

The team of System Analysts and Programmers from the Federal System Division, I.B.M. Corporation working with personnel of the City and County E.D.P. staff have completed the System Design and are ready for implementation.

Data Files are a significant part of the total I.P.S.S. system and an intensive effort is being made to complete the development of these files. Concurrently, Civil Service aspects of the processing of new entries to these files are already in operation. The Retired payrolls are converted and the Health Service System will be converted by November 1, 1969. Major efforts are underway to test the operation of the entire system prior to a City-wide system test starting November 1, 1969. Concurrently, Departmental procedures are being revised anticipating the implementation date of January 1, 1970.

ATTACHMENT A (Continued)

TAX COLLECTOR

REQUIRED TASK

1. Design and implement Business Tax Collection system.
2. Continued system development.

CURRENT STATUS

1. Completed
2. On-going

ASSESSOR

REQUIRED TASK

1. Implement all Legislative Changes for current fiscal year (massive).
   a. Homeowners exemption
   b. Homeowners rebates system
   c. Business inventory reduction

CURRENT STATUS

1. Completed

REGISTRAR OF VOTERS

REQUIRED TASK

1. Conversion of EDP Voter's registration procedures utilizing optical character recognition equipment which provides Registrar with full control of affidavits and faster processing.
2. Design and implement new vote count procedures using punch card and visual display terminals for faster and more accurate count.

CURRENT STATUS

1. Completed
2. Implement, November 4, 1969 Election

PUBLIC WORKS

CURRENT STATUS

1. Convert plumbing and electrical permit processing for faster and more efficient handling of renewals.
2. Design and implement programs for federally assisted code enforcement activities reporting.

ATTACHMENT A (Continued)

PUBLIC WORKS (Continued)

REQUIRED TASK (Continued)

3. Design and implement system for use of apartment and hotel inspection division to compile deficiency point ratings for 18,000 multi unit structures in San Francisco.

CURRENT STATUS

1. Completed
2. Completed
3. Completed

CITY PLANNING

REQUIRED TASK

1. Design and implement system for land use survey.

CURRENT STATUS

1. Phase I completed. To be updated with city planning field data.

CONTROLLER BUDGET

REQUIRED TASK

1. Conversion of appropriation ordinance card system to budget disk sub-system.
2. Design and implement budget system with full data entry capabilities through Tele-processing terminals.

CURRENT STATUS

1. To be implemented for current Budget.
2. Implemented for current Budget.

CONTROLLER-ACCOUNTING

REQUIRED TASK

1. Design and implement appropriation ledger card sub-system requested by Controller's General Office.
2. Modify appropriation ledger system to provide full year's transaction history on-line.

CURRENT STATUS

1. Completed
2. Completed

ATTACHMENT A. (Continued)

E.D.P. OPERATIONS DIVISION

E.D.P. CITY HALL

(a) Ten MAI Tape Drives were installed in place of IBM Tape Drives to improve performance and at a savings to the City of $75.00 rental fee per drive.

(b) One Direct Access Storage Disk Drive has been installed to provide necessary file space required for EDP users.

(c) A Tape Cleaner is in operation. This has improved Tape Data input, Operator's handling time, and computer usage.

(d) Optical Character Reader has been installed. This machine has the flexibility of data gathering to the computer by three modes:

1. Handwriting (numeric)
2. Typewritten (Alpha/num)
3. Computer printed documents

The flexibility of the Optical Character Reader will reduce input cost, insure user input involvement and increase data input to our computers.

(e) Selectric Typewriters (Optical Character Reader) are now being used to increase ease of data input, also flexibility of data handling.

(f) 80% of the conversion from Unit Record Equipment to our Model 20 computers has been completed. The Model 20 computers will give us the workflow compatibility to and from our Model 50 computers.

(g) 35% of EDP Operations Control Section has been established. We estimate the implementation and completed training of 75% of the total control section will be done by the end of this fiscal year.

In review, savings in economy of operation will be realized not only in the utilization of new equipment, but in consolidation of various units. Recently the Police Department and the Municipal Courts EDP functions were consolidated under one head enabling us to develop a more complete utilization of these departments. Municipal Railway and Water Department EDP functions were combined under one head and in 1970 all P.U.C. EDP functions will be consolidated.

Unit record equipment was removed from our installation in the Hall of Justice this year and replaced with a 360-20 computer system resulting in increased service and efficiency.

ATTACHMENT A (Continued)

E.D.P. OPERATIONS DIVISION
E.D.P. CITY HALL (Continued)

The installation of the 1288 Optical Page Reader will result in reducing the key punching work load. It is possible with this new concept to have our EDP users type or write data at its source without data reproduction.

The currently planned and approved applications in EDP Operations are as follows:

1. #(2780) Remote Job Entry.
   This has been installed at 240 Van Ness which will save 100 programmers time in submitting jobs to City Hall Computer Complex, also cutting down Programmers Traffic in the Computer Room, increasing higher performance from our Computer Operators.

2. Telex Disk Drives.
   These are on order and will increase access time, improve performance and also at a savings in rental.

3. Comcet (Front end computer).
   This is on order and will relieve the enormous workload in data transmission to terminals giving EDP users faster response time which in turn customer terminal availability and usage will be increased.

4. Ampex Bulk Core.
   To increase Core Memory which again will increase the efficiency of our computer usage in integrated transitional capability.

3